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Frankfurt

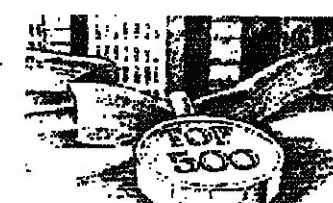
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Mercedes knits  
its global network  
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companies  
Section III

# FINANCIAL TIMES

Europe's Business Newspaper

THURSDAY JANUARY 20 1994

## BA protests over \$254m 'subsidy' for Air France

British Airways urged the European Commission to force state-owned flag carrier Air France to repay a FF1.5bn (\$254m) capital injection, saying it constituted a subsidy in contravention of the Treaty of Rome.

Air France rejected the British airline's claim and insisted the injection involved convertible bonds and other paper issued under normal market conditions. Page 14; Italian plans Gatwick airline, Page 8

US drops China's favoured nation status: US Treasury secretary Lloyd Bentsen said China had not made sufficient progress on human rights to warrant US renewal of its Most Favoured Nation trading status. Page 4

Italy's electricity chief arrested: Franco Viezzoli, head of Enel, Italy's electricity authority, was arrested on charges of fraud, abuse of office and manipulation of bids relating to a power station project in southern Calabria. Page 2

Aspin extends stay at Pentagon: Les Aspin, left, due to step down today as US secretary of defence, will stay on until the Clinton administration names a new successor, following Bobby Ray Inman's abrupt decision to withdraw as the nominee for the post. There has been no word on when a new candidate will be named. Possible choices include CIA chief James Woolsey and William Perry, deputy secretary of defence. Page 6

UK rate cut hopes: Hopes of a cut in UK base rates from 5.5 per cent were revived by lower-than-expected UK retail sales and inflation in December. Page 14 and Lex

Roche on the rise: The Swiss drugs group is the big winner in this year's FT500 ranking of Europe's top companies measured by market capitalisation, rising to third place from sixth. Roche moves up, Page 15; FT500, separate section

Regulation drive: The UK government announced sweeping measures aimed at abolishing or changing 450 items of regulation. Shop opening hours, children in pubs, and streamlining of the law on mergers are among the areas covered. Page 14; Editorial Comment, Page 13

Algeria frees fundamentalists: Algeria has ordered the immediate release of Muslim fundamentalists held in two prison camps as well as all under house arrest before a national conference on the country's political future.

SA violence warnings: South African rightwing leader Constant Viljoen said that conflict between Afrikaners and Africans might need a "bit of violence" to create a homeland.

Japanese drugs output falls: Japanese domestic pharmaceutical production fell for the first time in seven years during 1992. Japan's Pharmaceutical Manufacturers' Association blamed government-imposed price cuts and distribution system reforms. Page 3

Intel, leading US semiconductor maker, reported net income of \$2.3bn for 1993, more than double the 1992 figure. Page 26

British MP praises Saddam: A British opposition Labour party member of parliament, George Galloway, was disowned by his party leader John Smith after appearing on Iraqi television, praising President Saddam Hussein's "courage" and "power".

HK Telecom chief dies: The death of Michael Gale, 53, chief executive of Hongkong Telecom, shocked the colony's business community. Page 4

McDonnell Douglas, US defence and aerospace group, reported a fourth-quarter loss of \$132m after taking a special \$450m pre-tax charge for its C-17 aircraft programme. Page 15

BankAmerica, California-based banking group, missed out on the earnings advances at other big US banks towards the end of last year and reported fourth-quarter net income of \$466m, compared with \$473m in the last quarter of 1992. Page 18

Chantilly out of the running: Chantilly near Paris, the race track which hosts the French derby, will be closed down by next year at the latest, France's racing authorities decided. The venue no longer meets safety regulations.

STOCK MARKET INDICES

FT-SE 100 3,475.1 (+38.1)  
Yield 3.39  
FT-SE Eurotrack 100 1,488.83 (+8.0)  
FT-SE All-Share 1,743.05 (+1.8%)  
Nikkei 19,638.40 (+324.85)  
New York S&P 500 2,177.3 (+2.25)  
Dow Jones Ind. Ave. 2,177.3 (+2.25)  
S&P Composite 472.70 (+1.53)

US LUNCHTIME RATES

Federal Funds 3.75%  
3-mo T-bill 3.52%  
Long Bond 5.61%  
Yield 5.26%

LONDON MONEY

3-mo interbank 5.4% (5.7%)  
Libor 3m 5.4% (5.7%)  
Libor 6m 5.4% (5.7%)  
Libor 12m 5.4% (5.7%)

NORTH SEA OIL (Anglo)

Best 15-day monthly \$13.945 (13.85)  
Oil Gold 389.5 (389.5)  
New York Comex Feb \$322.7 (322.7)  
London \$321.4 (321.25)

STERLING

New York 1.482  
London 1.482  
DM 2.2815 (2.2815)  
FR 6.535 (6.535)  
SF 1.4815 (1.4815)  
Y 110.945 (110.945)  
DM 1.744 (1.744)  
FR 5.528 (5.528)  
SF 1.4815 (1.4815)  
Y 110.945 (110.945)  
Index 67.3 (67.4)  
Tokyo close Y 110.77

## Hopes for compromise on Russia's government

Signs of panic as population rushes to exchange roubles

By John Lloyd in Moscow

A compromise was in prospect last night in the search for a new Russian government, amid reports that Mr Boris Yeltsin might agree to stay on as finance minister in the face of a plunging rouble.

Reporting this, Interfax news agency also said Mr Alexander Shokhin, like Mr Yeltsin a deputy premier in the present government, had accepted the post of economics minister.

The indications were that Mr Oleg Soskovets would retain his title as first deputy prime minister in the new cabinet with overall responsibility for industrial policy and possibly also for the economy.

However, an independent radio station source quoted Mr Yeltsin as saying that he would not take any post unless his conditions were accepted.

These apparently conflicting reports confirmed indications that the process of forming a government was growing steadily more difficult, as President Boris Yeltsin fights to retain the radical Mr Yeltsin and a moderate reformer in the shape of Mr Shokhin at the levers of the country's economy.

Mr Yeltsin has been negotiating over the last three days with Mr Viktor Chernomyrdin, the centrist prime minister.

Earlier yesterday, Interfax reported that Mr Chernomyrdin had refused to accept the conditions set by Mr Yeltsin for taking a cabinet post. These included a ministerial rank commensurate with the central position he accords to finance, and a commitment by the cabinet to a radical reform policy. In his latest set of demands, Mr Yeltsin dropped his insistence that

## Bosnia firm on territorial demands



Bosnian president Alija Izetbegovic (right) and his prime minister Haris Silajdzic before the Geneva peace talks on former Yugoslavia. Croatia and Serb-led Yugoslavia agreed to establish low-level diplomatic relations, stepping up pressure on Bosnia to endorse a deal on the republic's partition. Report, Page 2

## Vote on Japanese political reform looms as talks fail

By William Dawkins in Tokyo

Japan's governing coalition is to call a parliamentary vote on plans to reform the scandal-prone political system. It follows the collapse last night of negotiations for a compromise with the opposition Liberal Democratic party.

If successful, the ballot in a committee of the upper house of parliament will pave the way for a vote by the full house by the end of the week. That is the final stage before the enactment of the four bills, which will bring the biggest change to the organisation of Japanese democracy since the war.

Political suspense of this kind is relatively new to Japan, after 38 years of LDP rule which ended last July. The horse-trading has forced the government to delay an urgently needed package to stimulate the economy.

The vote will be close, because the upper house majority of the seven-party coalition is smaller than that in the lower chamber,

## Clinton sees havoc caused by California quake

By Louise Kehoe in Los Angeles

Damage estimates from Monday's Los Angeles earthquake rose as high as \$30bn yesterday as President Bill Clinton arrived in the devastated area.

Mr Clinton, who was met by a fresh aftershock shortly after he stepped off his aircraft, was expected to visit residents of Northridge, at the epicentre of the quake, who have been forced out of their homes. He was also expected to reiterate promises that the Federal government would provide financial aid to the quake-torn region.

California Governor Pete Wilson told the federal emergency management agency that the total damage from the quake could reach \$15bn to \$30bn, making it the most costly natural disaster in US history.

His estimate is in part derived from estimates provided to the state by EQE International, a San Francisco engineering consultancy that specialises in assessing natural disaster risks.

Mr Earl Aurelius, vice president of EQE, which is under contract to the state, said the preliminary estimate of damage to structures and contents was \$15.1bn, excluding business losses. Of that total, EQE estimated that between \$1.5bn and \$1.9bn was covered by insurance.

EQE had used a computer model, combined with the observations of 30 of its engineers in Los Angeles, to assess the damage. Mr Aurelius said: "We are feeling increasingly comfortable with our \$15.1bn estimate as we get further reports from the field," he added.

Damage was far more serious than in the 1989 San Francisco Bay Area earthquake, where costs rose to \$7bn, because of the higher concentration of properties close to the epicentre, the consultants said.

The estimates are preliminary and are being refined day by day, a spokesman for the governor said. However, the \$15bn to \$30bn estimate provides a good "ballpark", albeit a large one, he said.

Continued on Page 14  
Dream into nightmare, Page 6  
Quake-proof buildings, Page 10

## France starts \$6bn Elf sell-off

By John Ridding in Paris

The privatisation of Elf-Aquitaine, the oil company which is France's largest industrial group, will be launched today with the start of the pre-marketing period. Mr Edmond Alphandery, the economy minister announced yesterday.

"I have just started the largest privatisation ever to take place in France," said Mr Alphandery. "I am confident in the success of the operation. It is a very attractive company and France's top industrial group."

The sale of the majority of the state's 51 per cent stake in the group is expected to raise more than FF36bn (\$5.9bn). Mr Alphandery said the privatisation issue would take place over the coming weeks, depending on market conditions, and by April 20 at the latest.

From today, individual investors will be able to apply for shares in ELF. Of the 60m shares to be offered for sale on the financial markets, 33m will be reserved for individual investors and 27m will be allocated to the tranche for institutional investors. A further 6.5m will be

## Hanwa chief quits over huge losses

By Michio Nakamoto in Tokyo

Mr Shigeru Kita has resigned as president of Hanwa, the Japanese steel trading company, in the wake of huge investment losses in the financial markets which are forcing an extraordinary write-off of ¥120bn (\$1.08bn).

He took responsibility for the losses, blamed by the company on the sharp fall in the Tokyo stock market, which will contribute this year to an after-tax loss forecast at ¥47.2bn.

The write-off is believed to be one of the largest related to financial transactions made by any Japanese company.

Funds amounting to about ¥1.3 trillion still invested in financial instruments will be withdrawn over three to four years.

The company, which had a reputation for aggressive financial trading activities in the late 1980s, said it would end all actions aimed at making profits on the financial markets and concentrate on its core business of trading in steel and other products.

The decision by Hanwa, whose enormous influence on the financial markets at one time earned it the nickname of "shadow Bank of Japan", came as a stark reminder to the Japanese business community of the damage wrought by an era of huge asset inflation and speculative financial trading.

In particular, the resignation of Mr Kita, who will become a consultant to the company, marks a humiliating end for a man whose keen financial instinct was legendary and once brought the company he led not only notoriety, but power and huge wealth.

At its peak, speculative financial trading supported record annual pre-tax profits of ¥38.4bn, of which more than 70 per cent, ¥27bn, came from non-operating profits.

Mr Kita will be succeeded for the time being by his elder brother, Mr Jiro Kita, currently chairman but who will eventually resign both as president and chairman to make way for his son, Mr Shuji Kita, a former bureaucrat with the Ministry of International Trade and Industry and managing director of Hanwa.

Mr Takashi Iwami, vice-president, said that forecasts for the year to March were also being revised. The core business of trading in specialised steel products was firm, leaving its sales forecast unchanged at ¥570bn. However, pre-tax profits would be ¥11.7bn instead of the previously expected ¥4bn since losses from financial transactions would no longer arise at the pre-tax level. There would be a net loss of ¥47.2bn instead of a profit of ¥3bn and the final dividend was being passed.

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1. The first step in the process is to identify the problem or issue that needs to be addressed. This involves gathering information and understanding the context of the problem.

100

Mr Fyodorov yesterday

Yesterday, Moscow's heavily barred exchange points were

Most analysts were not yesterday predicting a complete

collapse of the currency. There is still demand for roubles — the more so because cash transactions, from January 1, cannot be in dollars. Wages must be paid, purchases made, and for many, the dollar is still unfamiliar, even if stable.

"This has been coming for some time," said one analyst. "Sooner or later the difference between the growing inflation rate and the dollar rate would have had to work through, and the political crisis made it sooner." This analyst had worked out that, had the rouble devalued parallel with inflation, it would now be trading at around 3,500 to the dollar — though he did not expect it to sink so low.

panic could now emerge, the central bank, which intervened yesterday and the day before to limit the fall to around 100 rubles, could allow the ruble to sink, or he unable to stop it, through intervention. These crowds changing money are not vast, but they are significant and could grow.

Whatever the outcome of the current political crisis, the structural pressure on the ruble is likely to remain for some time. Inflation is now thought to be very high, and according to the daily *Sovetskoye* newspaper was at the beginning of 1992, the rate of prices was were suddenly liberalised. Even as the triumph of last December, when it was brought down to the level of 12

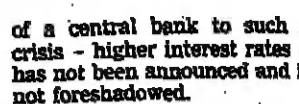
per cent a month, was weighed in by the government trumpeted, prices zipped up in the week between December 27 and January 3, by at least 7 per cent. Prices are now on course to end the month more than 30 per cent higher than a month earlier.

Spending decisions just before, and very soon after, the December 12 elections could exacerbate the situation. Those made before include assistance to the local industry and to agriculture, as well as to the pensioners and the minimum wage. Those made after include the payment of part of the Rbse60,700,000 in unpaid wages and other government commitments, slashed by Mr Fyodorov in the last quarter of last year and now

They have also been one of the spending commitments, such as the refurbishment of the so-called White House (set to cost \$70m); to the new parliamentary centre (at around \$500m) and the as yet unknown cost of the coming agreement on economic union with Belarus and Russia.

Moscow's bankers are beginning to worry that they may not survive the crisis, in that they lack the hard currency to feed a sustained demand for dollars. Mr Alexei Obidkov, deputy head of Tokobank, said yesterday: "Yeltsin is the only hope left, he's the only reformer we have. He must act now."

However, the classic reaction



Between 1990 and 1993, the EU contributed almost three-quarters of world aid - Ecu52.4bn (\$41.23bn) - to Russia and the newly independent former Soviet republics, much more than the US and Japan.

Negotiations between Moscow and Brussels have been stalled since the political and economic power struggle. Brussels officials are braced for an even tougher Russian stance, even though the outstanding obstacles are relatively few - notably, access to the Russian banking sector and the rules governing the trade of uranium between the EU and Russia.



Mr Kozyrev, who addressed ambassadors and senior

officials of the foreign, defense and interior ministries on Tuesday, had been quoted as saying that Russian troops should remain in the former Soviet republics, including the Baltic states, to avoid a security vacuum and to protect Russian speakers in these states.

Reports of his remarks caused protests from the Baltic states.

Lithuania said it was strange that such a speech was made immediately after the meeting of the presidents of the US and Russia and at the time when the new Russian parliament was opened. Presidents Boris Yeltsin and Bill Clinton signed an understanding on the Baltics, which included

The resignation of Mr Yegor Gaidar from the Russian government has been seen as contradicting the whole tone of the Moscow summit, during which Mr Clinton emphasised the need to press ahead with economic reform.

US officials are now pinning their hopes to the prospect of Mr Boris Fyodorov, the finance minister and another economic reformer, staying in the Russian government.

Such concerns over the pace of economic reform have been accompanied by rising anxiety over the continued presence of Russian troops in the Baltic states of Latvia and Estonia.

Clinton administration officials were this week taken aback by the suggestion by Mr Andrei Kozyrev, the foreign minister, that it would be dangerous for Russia to withdraw all its troops from the territories of the former Soviet

Enel said yesterday it hoped the matter would be clarified as soon as possible.

As a result of magistrates' investigations into bribes and illicit payments to contractors, evidence has emerged of alleged corruption in at least two Enel power station contracts - Brindisi in the south and Montalto near Rome. But this is the first time executives have been charged.



Mr Hurd's visit coincided with the start of the six-month presidency of the EU by Greece. Turkey's long-time rival in Athens a Greek government spokesman said the meeting breached the foreign and security policy outlined by the Twelve at the Maastricht summit in 1992.

In the unlikely event of an early decision on Ankara's application for full EU membership, the UK is seeking to cement Turkey's relations with Europe. Ankara fears losing ground to applicants from Eastern and former communist states of east Europe.

# Croats

● The European Commission yesterday agreed on the shareout of the Ecu14bn (\$15.5bn) social fund for 1994-98, which is aimed mainly at combating long-term and

economy minister, yesterday, said the credibility of the government's forecast had been reinforced by a Bank of France survey of industrialists in December who "confirmed the improvement in industrial production detected in November".

put in the fourth quarter of 1994 will show a 0.3 per cent rise over the third quarter. The agency forecasts an average 0.1 per cent output rise in the first two quarters of this year.

After Prime Minister Edouard Balladur discussed the situation with three of his economic ministers yesterday, Mr Nicolas Sarkozy, the budget minister and official government spokesman, said "encouraging prospects" had been identified, and that no new measures would be announced before a special February ministerial seminar. Mr Balladur is to hold similar discussions on health insurance reform today and on unemployment next week.

This flurry of meetings is prompted partly by Mr Balladur's recent reign political momentum and last week's setback to his education reform, and partly out of genuine uncertainty about the economy and worry over rising unemployment.

Under the modest accord signed by the foreign ministers of Croatia and Yugoslavia, the two countries will set up representative offices in their respective capitals by February 15. While proclaiming the declaration "a major step towards the normalisation of relations between Croatia and Serbia", Mr Franjo Tudjman, the Croatian president, was disappointed by the refusal of Milošević, his Serbian counterpart, to extend full diplomatic recognition of Croatia within its borders.

Mr Mohamed Sacrbey, Bosnia's ambassador to the United Nations, expressed the Moslem-led government's fear of a Serbo-Croat carve-up at their expense. "We hope this does not signal a further alliance of war against our country," Croats should decide whether they are victims in this war or

In other sessions, Lord Owen and Mr Thorvald Stoltenberg, international mediators, discussed the creation of an international arbitration commission to settle territorial disputes.

In a surprise move the Bosnian spokesman yesterday announced that Mr Izetbegovic would back the arbitration proposal. It would effectively sanction the military status quo until the commission deter-

ment in the past.

● The French government was yesterday considering a successor to General Jean Cot who is to relinquish his command of United Nations forces in ex-Yugoslavia at the request of Mr Boutros Boutros-Ghali, the UN secretary-general, by March 31, writes David Buchanan in Paris.

As the largest provider of UN troops in the former Yugoslavia, it is for France to propose replacing General Cot with another French general rumoured to be General Bertrand de Lapresle.

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## EU leaves banana offer on the table

By Deborah Hargreaves

The European Commission said yesterday that its offer of greater access to the banana market in the European Union for Latin American producers remained on the table until February 15 in spite of a damning report by a General Agreement on Tariffs and Trade panel.

The Commission's decision to keep the offer open contradicts earlier threats made in a letter from Mr Rene Stichen, agriculture commissioner, and Sir Leon Brittan, trade commissioner, that the offer would be withdrawn if Latin American producers continued with their Gatt complaint.

Some European countries appeared unhappy with the Commission's apparent about-turn. In addition, Mr Mickey Kantor, US trade representative, is reported to be protesting to the Commission over strong-arm tactics used in encouraging Latin American producers to agree to the deal.

Latin American countries decided late on Tuesday to reject the EU's offer of greater access to the banana market after support from Costa Rica crumbled. Guatemala had held

out against the deal.

The latest offer by the EU to eight Latin American producers would allow them to export 2.1m tonnes of bananas to the EU this year as opposed to 2m tonnes last year. It would also increase quota allocations for the Latin Americans, chiefly benefiting Costa Rica which would see its share of the 2.1m tonnes access rise to 23.4 per cent from 19 per cent in 1992.

A group of five Latin American countries have complained to Gatt about the EU's banana regime which favours African, Caribbean and Pacific producers under long-term agreements with former colonies particularly of France and the UK. A first panel report by Gatt was released to complainants on Tuesday.

The report found that the EU's banana arrangements are inconsistent with Gatt rules; in particular the tariffs charged, discrimination between groups of producers such as those from Latin American countries and ACP countries and the licensing regime. Although the report is unlikely to be adopted, it puts EU countries in a difficult position. Some member states are pressing for changes to the banana regime.

## US farmers seek curbs on Canadian wheat

By Nancy Dunne in Washington

US farmers are pressing the Clinton administration to impose emergency curbs on the flood of cheap Canadian wheat imports now entering the US.

With many grain elevators bulging with Canadian wheat, US farmers have begun to take action. In Montana recently, farmers blocked delivery of Canadian wheat to a grain elevator with parked trucks.

"We never had wheat coming across before the flawed free trade agreement with Canada," said a spokesman for the US Wheat Associates. "You wouldn't expect it to come across at cheaper than US prices."

US and Canadian negotiators have been trying to reach an agreement on disputes in five farm sectors: wheat, peanut butter, sugar and dairy products, poultry and dairy. Mr Ralph Goodale, Canada's agriculture minister, said it was possible that agreement could be reached this week.

Meanwhile, President Clinton has asked the US International Trade Commission to investigate the wheat imports.

## Driven to 'think global and act local'

Christopher Parkes looks at Mercedes-Benz's commercial vehicle strategy

Mercedes-Benz was investing in the North American Free Trade Area before the company knew whether talks between the US, Canada and Mexico would succeed, according to Mr Bernd Gottschalk, head of the company's commercial vehicles division.

Whether it was accident or design which led to the late-1980s purchase of Freightliner trucks in the US and the opening of Mexican capacity now making 12,000 buses and trucks a year, he does not say. But Nafta has encouraged a strategy towards positioning the company to take advantage of what he calls "market conglomerates" or regional market groupings which have yet to come into being.

He is already preparing for Mercosur, the proposed common market comprising Brazil, Argentina, Uruguay and Paraguay and he has posted watch on the Asia Pacific Economic Co-operation group. If the world is to evolve into clusters of trading neighbours, Mercedes-Benz intends to be prepared.

The company started preparing early for the arrival of Mercosur, laying plans to restructure its Latin American manufacturing and at the same time breaking into the regional market for vans. The task

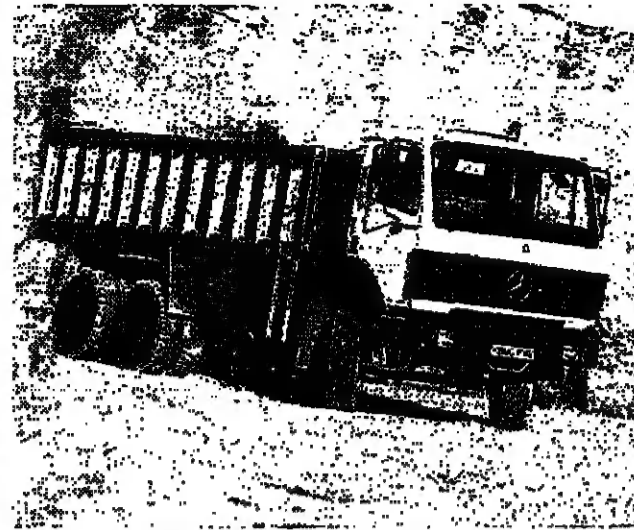
began last year with exports of vans from Spain to Argentina and Brazil.

Meanwhile, capacity is being prepared in Argentina for the construction, starting in 1996, of a new van, the T1N, which is due to start production shortly in Düsseldorf. Of the 15,000 start-up production, Mr Gottschalk expects most will be shipped into Brazil. "Our Argentine factories will in future concentrate on vans and gearboxes while buses and trucks will come from Brazil."

Driven to globalisation by high export costs and widely different market needs, Mercedes commercial vehicles is already one of the most international of the Daimler-Benz group's manufacturing businesses. As Mr Gottschalk says, DM10bn of his DM25bn (£9.7bn) annual turnover stems from production sites outside Europe.

While the Mercosur arrangements represent a refinement of an established global investment policy, there is more foreign spending to come.

In Europe, where Mercedes claims 30 per cent of the market for trucks over 6 tonnes and up to 12 per cent of van sales, Mr Gottschalk points out that future growth is strictly governed by expected economic expansion of 2 or 3 per



Mercedes-Benz: preparing for new market groupings

cent a year.

In China, he notes, Mercedes has 0.1 per cent of a market likely to expand by 8 to 10 per cent a year. In south-east Asia and other developing regions, market shares fluctuate between 0.5 and 1 per cent.

"We need new ways to enter these markets," he says. Opening capacity, based on the "think global, act local" tenet, developed by his predecessor Mr Helmut Werner, is part of the answer. "We have to enlarge the philosophy."

This process, entailing knitting together the group's products and production sites into a global logistical network, has already started. Buses currently produced with a Beijing partner are built on a chassis from Mercedes do Brasil. New capacity planned for Shanghai will build a bus based on a current Turkish model.

But the concept will be fully tested this summer at the company's Indonesian subsidiary, PT.GMM, selected to pilot production of a new light "compo-

nent" truck, the MB 700. Coordinated through a new regional logistics centre in Singapore, engines will be shipped in from Brazil, axles and drive trains will come from India. Japan will supply power steering and body parts will arrive from Spain.

The truck will also provide supplies for Thailand and Taiwan. Mr Gottschalk also foresees the model coming closer to home. Turkey, he says, is an ideal production platform for central Asia.

But he is reluctant to discuss prospects for building "component" trucks within Germany, an idea which would spell the end of many more domestic jobs. He admits that with around 50 per cent of all parts made within domestic factories "we do a lot more than we should." His short-term target is to reduce vertical integration to 45 per cent. "To go further than that we would need to change our whole production structure," he adds.

"We are trying to be more international than any of our competitors. This is a new concept for the company. It requires new motivation, and we are in the process of convincing our German workforce," he says. "I never believed in the world car, and the world truck is a myth."

## Japanese drug production falls

By Paul Abrahams in Tokyo

Japanese domestic pharmaceuticals production registered its first fall in seven years during 1992, according to the latest data published by the Japan Pharmaceutical Manufacturers Association.

The trade body blamed government imposed price cuts and distribution system reforms for the 2.2 per cent fall to ¥5,574bn (£33.3bn).

The growing strength of overseas groups in Japan and the continuing international weakness of Japanese companies helped the country register the world's largest trade deficit in medicines during 1992, worth ¥246.8bn.

Exports increased 15.5 per cent to ¥183.3bn.

The largest export market was the US, worth ¥41bn, followed by Germany (£17.3bn), Belgium (£Y15bn), China (£Y14bn), France (£Y13bn), South

Korea (£Y11bn), and Italy (£Y10.7bn).

Only four Japanese companies generated more than 10 per cent of their sales overseas during the year to March 1993. These were Yamanouchi (29 per cent), Fujisawa (24.5 per cent), Tanabe (17.7 per cent) and Takeda (10.2 per cent).

Imports rose 4.5 per cent to ¥430bn. Germany was the largest importer generating sales of ¥106bn, followed by the US (£Y80bn), the UK (£Y45bn), Switzerland (£Y45bn) and Sweden (£Y36bn).

Japanese drugs groups have also been investing heavily in research and development during recent years with the aim of creating world-class medicines. In 1992 they spent ¥690bn on R&D, an increase of 14.5 per cent on the previous year. Smaller companies accounted for most of the rise. Ten years ago Japanese groups invested only ¥238bn on R&D.

## Unctad report urges market regulation

By Frances Williams in Geneva

The United Nations Conference on Trade and Development, the main UN forum on development issues, is urging developing countries to improve the regulation and efficiency of domestic stock markets so as to tap the huge flows of foreign capital seeking high returns in emerging markets.

This represents a big switch of policy for Unctad, which has in the past favoured loan finance from governments and banks for third world industrialisation.

It reflects growing signs that foreign portfolio equity investment (FPEI) is becoming an increasingly important source of external finance for developing countries, and one that appears to be sustainable

in the long term.

In a report, Unctad notes that as a percentage of total long-term net resource flows FPEI has risen from 4 per cent in 1989 to 8 per cent in 1992. World Bank figures, which are on the conservative side, show that gross FPEI flows to developing nations rose from \$3.5bn in 1989 to \$13bn in 1992, before slipping to \$11bn (£7.4bn) in 1993. FPEI is a welcome source of external finance, especially since it is not debt-creating, Unctad says.

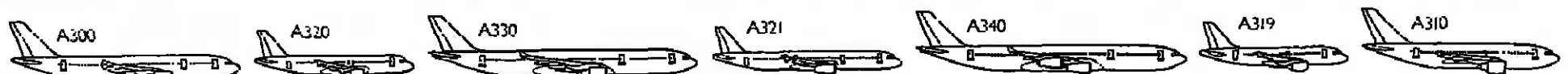
Global investors have tended to take a long-term view and foreign equity flows have not shown large fluctuations. However, the report admits that FPEI tends to increase market volatility, which is an argument for opening domestic markets gradually.

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WHERE BIG BUSINESS IS MOVING



# 'Foreign investment' fuelled China boom

By Alexander Nicoll,  
Asia Editor

China said yesterday that its boom had been fuelled by a record \$27bn (£18bn) of foreign investment last year and that it was confident measures to slow the economic growth rate were proving effective.

The investment total made China "the country attracting the largest sum of foreign capital in a single year," said Mr Chen Yuan, deputy governor of the People's Bank of China, the central bank.

He gave no breakdown of the figure, which compared with an inflow of \$11bn in 1992, itself more than double the total of 1991.

Mr Chen said steps taken last year, including higher interest rates and

China's advertising industry had a good year in 1993, with spending 40 per cent up on 1992 in an otherwise flat world market, Saatchi & Saatchi's Beijing representative said yesterday. Reuter reports from Hong Kong. Real advertising growth is expected to continue at 40 per cent for China in 1994, though rates are likely to decline.

curbs on bank lending to finance real estate speculation, had been intended to produce "structural adjustment," not an across-the-board retrenchment. "We aimed at a 'soft landing,'" Mr Chen said in a speech delivered by Mr Ma Yuzhen, China's ambassador to Britain, at a London conference

organised by Thornton, the fund management group. Mr Chen was detained by meetings in Beijing.

He was unusually candid about the debate in Beijing over the need to slow growth, admitting that "there are still dissenting views on whether we prescribed the right medication, at the right time, with the right dosage."

Business people and high growth regions of China felt the measures were too harsh, while "the IMF people and World Bank people warned of the dangerous and unpleasant consequences of not being firm against inflation or other maladies of the economy," Mr Chen said.

Mr Zhu Rongji, vice-premier in charge of the economy and central bank governor, indicated that moves to restore financial order would be

maintained. Problems such as over-investment in fixed assets and rapid money supply growth "had not been basically solved," he said on state television yesterday. "The pressure for inflation could rise at any time."

China is aiming to slow the economy to a 9 per cent growth rate in 1994 from 13 per cent rates in each of 1992 and 1993, and to cut inflation to about 12 per cent from about 17 per cent. Mr Chen said, however, that the slowing measures were only intended as a "stop-gap" while China tackled the "root cause" of its problems, which he described as the slow pace of reform of state enterprises and of the means of macro-economic control.

"Controlling economic growth rates is easy, we have done that before more than once, but we cannot solve

the underlying problem and bring economic development on to a rapid, sustainable and healthy course without tackling the root cause," he said.

Under way were reorganisation of the corporate system into limited liability companies, with amalgamations encouraged and unworkable enterprises allowed to go bankrupt. Banking, tax, financial market and currency reforms were also in progress.

Under new tax reforms, enterprise taxes were unified at 33 per cent, personal income tax rates were also unified, and VAT introduced. The treasury in Beijing would receive tariffs, consumption taxes and state enterprise income taxes, while local governments would receive business and local enterprise taxes, personal income taxes and land taxes.

# Japan's move over bidding hailed by US

By Nancy Durne  
in Washington

Mr Mickey Kantor, the US trade representative, yesterday hailed Japanese plans to reform its bidding process in its \$20bn (£13.4bn) a year public sector construction market as "an historic step forward" and abandoned plans to impose sanctions for the dispute.

"I hope that this positive step sets the stage for concluding meaningful framework agreements prior to the February 11 meeting between President Clinton and Prime Minister Hosokawa," he said.

The US and Japan had agreed at the Tokyo summit to reach agreements, using "quantitative and qualitative indicators" to measure results, in time for the bilateral meeting. However, administration officials have been warning of slow progress.

In a speech this week in Frankfurt, Mr Jeffrey Garten, the commerce department undersecretary, said little progress has been made on crucial issues, such as government procurement in telecommunications, insurance and automotive trade.

"We are not seeking to man-

age our trade," he said. "It is more accurate to say that we are trying to open the Japanese market by seeking to have it 'un-managed'."

The construction pact contains agreement to track foreign participation using "indicators" such as the number of overseas contracts granted and the value of the contracts. The two sides will have regular annual meetings to evaluate progress.

In the framework talks, Japanese negotiators have been reluctant to agree to any position about imports on the grounds that "expectations" agreed in past semiconductor and automotive pacts have been interpreted by the US side as market share commitments.

The "action plan" Tokyo devised gives the US most of what it has demanded during the years of frustration over the inability of US companies to win Japanese government construction contracts.

Mr Kantor said there would be a "lag time" before the contracts won by foreign companies is felt in their home economies. But he saw this as a boost for foreign participation in a \$1,000bn infrastructure market planned in Asia.

# Bentsen warns China over its MFN status

By Tony Walker in Beijing

Mr Lloyd Bentsen, US Treasury secretary, said yesterday China had not made sufficient progress on human rights to warrant US renewal of its Most Favoured Nation trading status, but he indicated that Washington was nevertheless anxious to forge closer economic ties with Beijing.

Mr Bentsen is the most senior representative of the Clinton administration to visit China. His presence in the Chinese capital is clearly designed to be part of a new US thrust to improve working relations dogged by bickering over human rights and arms disputes.

"It's really time to re-engage China on economic issues. We need to help China reform. We need a forum to address our bilateral concerns," Mr Bentsen told reporters after meeting Prime Minister Li Peng.

Describing the human rights issue as "basic to our relationship," the US official said "there has been progress, but so far it hasn't gone far enough."

President Clinton is obliged by mid-year to rule on whether China has made sufficient improvements in its human rights behaviour to justify MFN renewal. Mr Clinton said last year that China would need to make "significant progress."

Mr Bentsen's visit to China follows a review of US-China policy and comes after the meeting last November between Mr Clinton and Chinese President Jiang Zemin in Seattle at an Asia Pacific Economic Co-operation (Apec) forum summit.

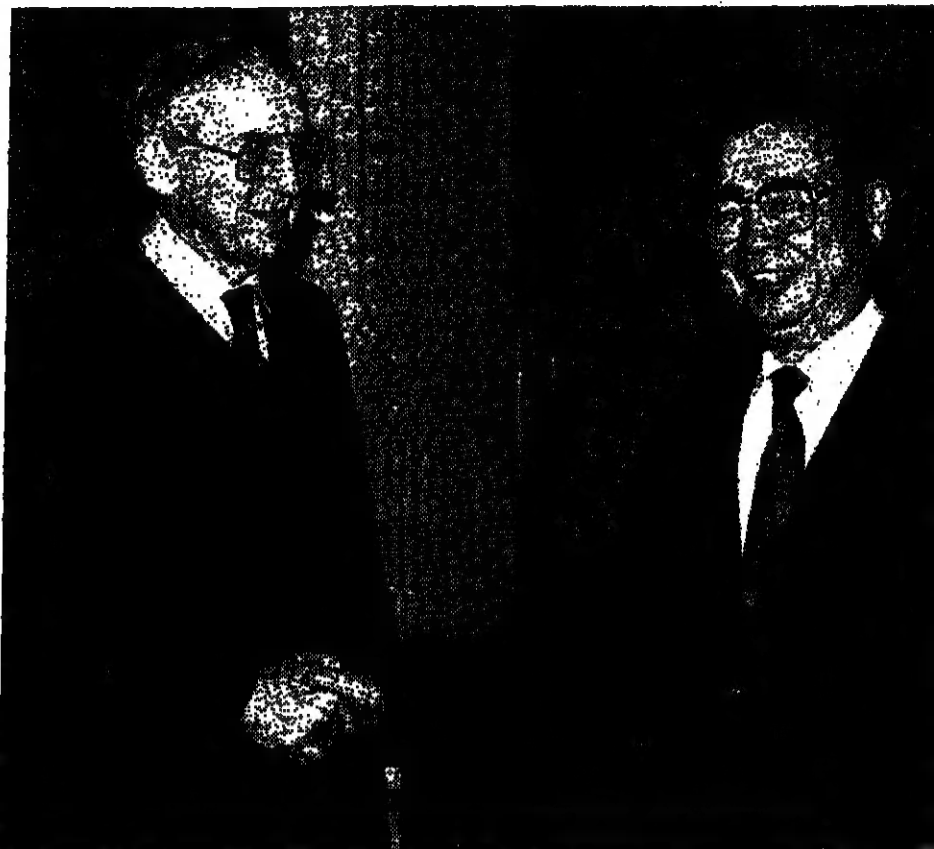
The Treasury secretary, who will co-chair a bilateral economic forum tomorrow, said that among his objectives in Beijing was to persuade China of the need to continue oper-

ing its markets, and also to demonstrate support for economic reforms.

The two countries are reviving a joint economic committee which last met in 1987 to pursue issues of mutual concern. Washington has been pressing the Chinese on questions such as abuse of intellectual property rights, especially the pirating of compact discs.

Mr Bentsen is also likely to express concern about a widening trade gap. Chinese exports to the US last year exceeded imports by \$25bn (£16.7bn), prompting protests from Congress leaders. China's trade surplus with the US is exceeded only by Japan's.

Mr Bentsen's visit came just two days after the US and China signed a three-year textile agreement, averting a serious trade dispute. The US threatened to slash Chinese textile imports, but in the end agreed to an effective freeze at present levels.



Lloyd Bentsen, anxious to forge closer economic ties, greets Li Peng in Beijing yesterday

# Nigerian central bank probe ordered

Nigeria's military ruler General Sani Abacha yesterday established a panel to investigate the central bank and told it to find out whether the institution was to blame for the country's economic woes.

"It has... become necessary to find out whether the Central Bank of Nigeria (CBN) has been a culprit or a victim in the unfortunate sequences that have culminated in our present economic troubles," Gen Abacha said.

The establishment of the seven-member panel of inquiry led by an economist, Mr Pius Okigbo, comes after the government last week unveiled the 1994 budget which placed greater responsibility on the CBN for the management of Nigeria's scarce foreign exchange.

Many financial analysts doubt whether the central bank has the capacity to implement and police the policies effectively.

# Algeria frees fundamentalists

Algeria has ordered the immediate release of Muslim fundamentalists held in two Saharan desert prison camps as well as all those under house arrest, the interior ministry said yesterday, Reuter reports from Algiers.

The ministry said the action was taken to help the success of a national conference on Algeria's political future next week. "This decision falls within the beginning of conciliatory measures to help the national conference succeed," the statement said.

Earlier this month, the head of an Algerian human rights organisation said that there were about 780 fundamentalists held in the two camps of Ain M'guet and Oued Namous.

# Dawn raids in Cairo

More than 1,000 police commandos swept through Muslim militant hideouts in southern Cairo yesterday in the biggest operation this year, Reuter reports from Cairo.

One policeman and a militant were killed and two policemen and one militant wounded in the dawn raids, the interior ministry said in a statement. At least 60 suspected militants were arrested.

The government sent 15 to a military court on charges of belonging to the illegal group which tried to kill Prime Minister Atef Sedki in a bomb attack in November.

# ANC calls for health care system shake-up

By Patti Waldmeir in Johannesburg

The African National Congress said yesterday it plans a big shake-up in South Africa's health care system, with the private sector to be "discouraged" in favour of a substantial expansion of the public sector.

ANC officials yesterday published a draft National Health Plan which calls for private sector health care to be brought under the direct control of the state, which may take steps such as capping the salaries of doctors in the private sector and regulating their fees to ensure that "profit is not the major incentive of practitioners". The plan also moots a new national insurance tax.

The aim is to "fundamentally correct the imbalances of the past", with whites and wealthy blacks enjoying first-world standard health care and most blacks receiving sub-standard care. However, any move that would jeopardise the quality of health care available from the private sector could substantially accelerate an already

growing trend of white emigration. South African whites have been used to a high standard of health care since 1967 when Dr Christian Barnard performed the world's first heart transplant in Cape Town.

The plan will further exacerbate concerns about the ANC's plans for state intervention in the post-apartheid economy, ahead of a big economic policy conference due to be held by the organisation from tomorrow to Sunday.

"We must drastically review how we use our resources," Ms Cheryl Carolus, ANC National Working Committee member in charge of health told reporters in Johannesburg, saying the state was the most efficient provider of health care. "Huge problems have been created by thinking that the market can regulate health care," she said, adding that central government had to play a more dynamic role.

She said the ANC was merely following an international health care trend: "There is international recognition of the central responsibility the government has in providing health care."

# Right-winger hints at 'looming' violence

By Patti Waldmeir

South Africa's most prominent right-wing leader, Gen Constand Viljoen, yesterday warned that conservative Afrikaners would use violence to bolster their demand for an ethnic homeland, reflecting an apparent shift in right-wing strategy toward the greater use of violence.

Gen Viljoen, who has long tried to moderate the actions of his more radical right-wing colleagues, warned: "Sometimes you have to use a little bit of violence to prevent further big violence and clashes. There is a clash looming in our country." He said the right could prevent next April's elections altogether if it decided on a boycott.

Gen Viljoen was speaking as the deadline approached for changes to the new constitution aimed at economic dating the demand for Afrikaner self-determination. All changes are due to be agreed by next Monday. Negotiators from the right-wing Freedom Alliance were meeting the African

National Congress and the government to discuss possible changes, but conservative Afrikaner leaders said they expected little from the talks.

The Afrikaner Volksfront, the umbrella group which Gen Viljoen heads, plans to declare unilateral independence from South Africa next Saturday unless its demands are met. It will declare its own "transitional authority" to rival the multi-racial Transitional Executive Council set up in December to oversee the run-up to all-race elections.

ANC leader Nelson Mandela said Gen Viljoen's statements were "very regrettable." Though he sympathised with minority fears, he would never contemplate a separate state for Afrikaners, though the ANC could accept a state where Afrikaners exercise autonomy so long as all people in it had the same citizenship and voting rights.

The secretary-general of the Commonwealth invited post-apartheid South Africa yesterday to rejoin the association after a break of 33 years, Reuter reports.

# Telecoms chief's death shocks Hong Kong

Hong Kong's business community was shocked yesterday by the announcement that Mr Michael Gale, chief executive of Hongkong Telecom, had died suddenly on Monday evening.

Mr Gale, 53, died in a local hospital to which he had been admitted last week for a back operation, of a heart attack. He is survived by a wife and two children.

Lord Young, executive chairman of Cable & Wireless and chairman of Hongkong Telecom, a subsidiary, said Mr Gale had brought "enormous wisdom and experience" to bear in

the performance of his duties. Mrs Anson Chan, acting governor of Hong Kong, described Mr Gale as one of the colony's most dynamic and respected citizens.

Hongkong Telecom had planned to announce yesterday that Mr Gale was to be made the company's deputy chairman. He was to relinquish the chief executive's role to devote more time to the development of Cable & Wireless' business interests in Asia.

The company went ahead, however, with the planned announcement that Mr Linus Cheung had been appointed

chief executive. Mr Cheung will take up his duties at the beginning of May.

He is currently deputy managing director of Cathay Pacific Airways responsible for the airline's worldwide commercial activities and the most senior Chinese executive at the airline. His job will be taken by Mr Simon Heale.

Mr Cheung's appointment was seen as serving a number of interests. With Hong Kong returning to Chinese sovereignty in 1997 it was seen as politic to have a Chinese executive at the helm. He is seen as an effective

ambassador for Hongkong Telecom both in the colony and, importantly, in China, where the company has ambitious plans for expansion.

Hongkong Telecom has long held that if China is to meet its ambitious plans for telecommunications development, Beijing will have to permit foreign investment in the operation of regional telecommunications networks. It is working closely with telecommunications authorities in both Guangdong and Fujian provinces.

Simon Holberton  
See People column



Gale: dynamic and respected

# Laos starts to wake up to its energetic neighbours

Victor Mallet on how south-east Asia's poorest country is being caught up in the region's growth

A casual glance at the national accounts of Laos might give the impression the country is in sub-Saharan Africa rather than south-east Asia.

Laos imports twice as much as it exports; it is dependent on the assistance of the International Monetary Fund and other foreign donors; and it is one of the poorest countries in the world, with an annual per capita gross domestic product of about \$230 (£154). Total GDP is \$1bn a year, less than the turnover of a large corporation in neighbouring Thailand.

Laos's 4.5m inhabitants are known more for their charm than their industriousness. Lao rice farmers have a reputation in this dynamic region for lying down, closing their eyes and listening to their crops growing in fertile paddy fields. In towns such as Luang Prabang,

Morris Minors and 40-year-old Mercedes Benzes share the streets with more recent arrivals from Japan. In the capital, Vientiane, stallholders in the market are trying to sell old-fashioned Soviet cameras and hi-fi systems as well as Japanese refrigerators.

Laos, however, is changing fast. Even if it wanted to, this once forgotten corner of Indo-China could hardly escape the effects of the frenzied economic growth across its borders in China, Thailand and Vietnam.

Landlocked Laos is already a commercial crossroads of sorts. It lies on a \$1,300 transit fee for new luxury cars - the Toyota Lexus is the latest favourite - on their way to the tycoons of China's Yunnan province from ports in the Gulf of Thailand. In the past such trade was hin-

dered by the difficulty of crossing the Mekong river, the appalling state of Laos's roads, and the uneasy relationship between Thailand and the communist government of the Lao People's Revolutionary party.

These days Thai-Lao relations are much improved. Australia has built the first bridge across the lower Mekong near Vientiane - a \$30m structure due to open in April - and other donors are financing construction of the road to China.

Even the building work is a novelty in a country where 65 per cent of the population depend on subsistence agriculture and have to forage for food in the forests if their crops are damaged by drought.

Abandoned by the disintegrating Soviet Union in the 1980s, Laos's socialist rulers (they have forsaken the communist label and dropped

the hammer and sickle from the flag) have encouraged foreign investment as well as foreign aid. The "New Economic Mechanism" is the Lao code phrase for capitalism.

As in Laos's long-time ally Vietnam, the ruling party is in an ideological vacuum. Officially, the government of Mr Khamtay Siphandone says that the one-party system will stay for ever. State radio blares out the officially approved news from street corners.

The increasingly prosperous inhabitants of Vientiane, however, watch Thai television broadcasts (Thai and Lao languages are similar) or programmes beamed by satellite from Star TV in Hong Kong. They want to learn English and they go to discotheques.

The government is concerned about the social, environmental and

political dangers of foreign - especially Thai - influence and economic liberalisation. It has therefore moved cautiously, but it has moved nonetheless.

Moribund state companies are being privatised or closed. Sensing that the inaccessibility of Laos and its small population make it a relatively unattractive prospect for investors, the government has gone further than its neighbours and allowed 100 per cent foreign ownership of companies.

Clothing produced in more than 50 new factories has overtaken hydro-electricity as the country's main export, although there are plans for foreign investors to build hundreds of millions of dollars worth of new dams, increase electricity output 10-fold and sell 1,500MW in Thailand by the end of the decade.

Timber processing is also thriving. Hunt Oil and Enterprise Oil are searching for oil and gas. Newmont of the US and CRA Exploration of Australia are looking for gold. Shinawatra of Thailand has won a \$68m contract to install telephone networks and a satellite earth station.

Tourism is increasing. Some former refugees, Lao-Americans and Lao-Australians, are returning as investors.

Foreign investment, much of it from other Asian countries such as Taiwan, Singapore and Thailand, is still pouring in at a rate of some \$150m a year, and the economy is growing rapidly: 7 per cent in 1992 and about the same again in 1993. In these two important respects, the statistics show that Laos is a poor country in south-east Asia rather than a poor country in Africa.

By Emiko Terazono in Tokyo

Plutonium may be one of the most toxic substances on earth, but it is safe enough to drink, says the Japanese government, which is promoting plutonium before the launch in April of Monju, the country's first fast breeder reactor.

A cartoon video made last year by Power Reactor and Nuclear Fuel Development (PNC), an affiliate of the Science and Technology Agency, shows Pluto, an atom-shaped cartoon character, informing a boy taking gulps from a jug that drinking water containing plutonium is harmless to the body since it is not easily absorbed by the stomach and intestines.

The government has been trying to reverse the negative image of nuclear power which has been spreading among ordinary Japanese since the wave of international criticism over a shipment of plutonium from France in 1992, and Russia's dumping of nuclear waste in the Sea of Japan last October.

The companies expect the construction of the fast breeder reactor, almost three times as powerful as Monju, to start early next century, although plans for financing have yet to be finalised and the site decided on.

The move came as 11 leading US anti-nuclear groups urged the companies to give up the plutonium programme since Japan's use of the material in nuclear reactors would provide justification for other nations to follow suit.

The video, however, intended for a teenage audience, has alarmed environmental groups which claim the explanation is highly misleading.

An official at PNC said although the video explained that plutonium was hazardous to the human body if it was taken into the lungs or absorbed by the bones, "we didn't want people to be too scared of plutonium."

Meanwhile, Japan's nine electricity companies yesterday officially approved the construction of Monju's successor.

The companies expect the construction of the fast breeder reactor, almost three times as powerful as Monju, to start early next century, although plans for financing have yet to be finalised and the site decided on.

# Indian tax probe sends shares into fall

By Stefan Wagstyl  
in New Delhi

Indian share prices fell yesterday after income tax inspectors announced the extension of a long-running probe into the affairs of Mr Harshad Mehta, the stockbroker at the centre of the 1992 securities market scandal.

The Bombay Stock Exchange index fell 125.11 points to 3,835.91 amid reports of panic selling of blocks of stock which investors feared might become subject to the investigation. Stockbrokers said that the market had in any case been ripe for a fall after a 94 per cent rise since early November prompted by large-scale foreign buying.

The income tax inspectors' investigation began in 1992 after Mr Mehta was arrested for his alleged involvement in the Rs42bn (\$900m) scandal which rocked the Bombay securities market. Mr Mehta and others were accused of trading illegally in the inter-bank securities market in order to siphon funds into the stock market.

Last October, trading was disrupted when it emerged the tax authorities had frozen dealings in blocks of stock which they said were being held by others on Mr Mehta's behalf.

The authorities then specified blocks of shares in nine leading companies held by 134 individuals and companies. Yesterday they added shares of a further 30 companies held by 608 individuals and companies.



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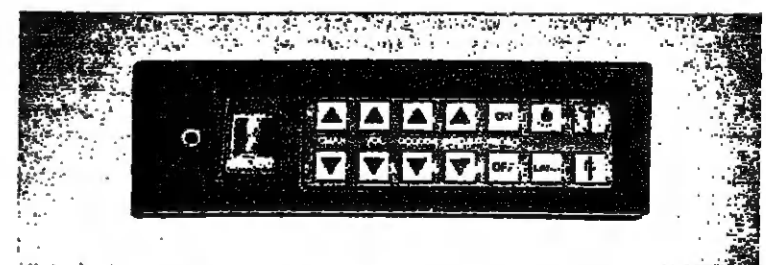
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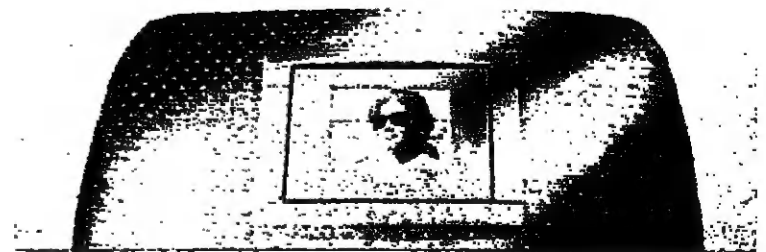
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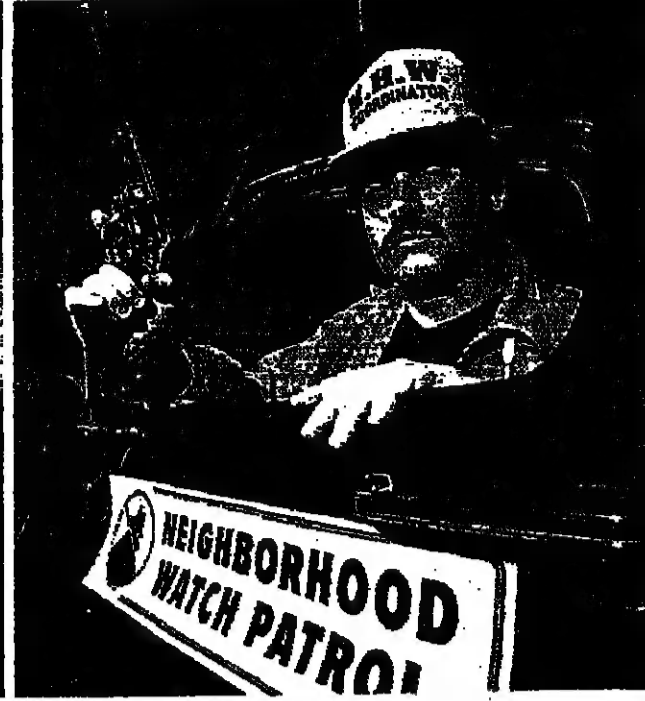
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## NEWS: THE AMERICAS



Living with disaster: a resident of Northridge sits with furniture salvaged from her home (left); damaged freeways (centre) trapped commuters in massive traffic jams; and residents in Santa Clarita formed patrols to guard their properties

## Quake turns Californian dream into a nightmare

By Louise Kehoe in Los Angeles

The "California dream" has turned into a nightmare for many residents of earthquake-stricken Los Angeles. Monday's pre-dawn quake and the hundreds of aftershocks that continue to rock the region have destroyed more than homes and structures. For some, they have wiped out hope.

Some 30,000 people in and around the city are estimated to have slept out of doors on Tuesday night. Scores of dazed, frightened residents of Northridge, at the epicentre of the quake, were yesterday fleeing the area after spending two nights without electricity and water.

Their destination did not seem to matter. "I've just got to get out of

here," said a man hauling a mattress on to the back of a pick-up truck. Furniture and possessions were strewn across the pavement in front of the building where he and his family lived.

The death rose to 42 after two more victims were found, crushed to death in their bed in a home in Santa Monica. Some 2,900 are reported to have been injured.

Flat dwellers seem to have taken the brunt of the earthquake's deadly toll. The Meadows Apartments in Northridge, where 16 people were crushed to death, has become a grisly attraction.

Yet dozens of similar buildings in surrounding areas were also seriously damaged. Tilted at precarious angles, broken open by the quake's jolt, they threaten to collapse with

the next strong aftershock.

Incongruous signs - Now Renting and For Lease - still fluttered outside, even as residents struggled to gather their belongings into cars, trailers and rented vans. Removal vans were everywhere, double parked on residential streets, blocking traffic.

Gas leaks remained a fear. Several residential streets in Northridge were cordoned off by police on Tuesday. Evacuated residents left signs - "gas leak" - and personal messages telling where they had gone. Dense smoke blackened the sky a few miles east, providing pungent evidence of the danger.

Whole streets of shops were boarded up with plywood. "Open soon. Big sale." was scrawled on one.

A hardware store did a brisk trade, evidence that some, at least, are determined to put the pieces back together themselves. The half-demolished Pacific Contractors School, for builders, offered little encouragement to those who sought professional assistance.

At the Northridge Fashion Mall, a large shopping centre, people gathered to gaze at the collapsed multi-storey car park and a Bullocks department store that appeared to be a write-off. National Guardsmen were stationed outside, not, they said, to prevent looting but to ensure nobody went too close to the damaged buildings.

Santa Monica has been hard hit as has Simi Valley, the site of the notorious first trial of the policemen who beat black motorist Rod-

ney King. The officers' acquittal sparked riots in Los Angeles.

In Studio City, north of Hollywood, homes have been destroyed and hundreds of businesses wrecked.

Elsewhere, garden walls have collapsed, leaving rubble across the street. It is a small inconvenience, perhaps, but one that robs people of privacy as they camp out in their gardens.

Robbed of control over their lives, people seem to take out their frustrations on the streets. At traffic lights, black-out by power cuts, drivers played a deadly game of "chicken", with predictable results. Los Angeles commuters were trapped for hours in massive traffic jams yesterday morning as the ravaged city struggled to return to

some semblance of normality. For most this was the first day back at work since the earthquake.

For residents of the Santa Clarita Valley, to the north of Los Angeles, a one-hour commute turned into a three or even four-hour nightmare. With the main freeway linking the suburban region to the city closed by earthquake damage, they were forced on to an alternative route, only to have that partially closed by rock slides following another strong aftershock.

Traffic started to back up as early as 4.30am, according to the California Highway Patrol (CHP), and by 8.30am many who had started their journeys in the dark were still on the road.

Although seven highways have been closed by earthquake damage,

most freeway overpasses showed no signs of structural damage. But all would have to be inspected, officials said, raising the prospect of further problems.

The CHP urged travellers to avoid visiting southern California. "If you don't know your way around, you will find yourself in trouble. Even for people who do know the area, driving is a trying experience," an official said.

Damage to the region's water supply systems was one of the most worrying problems, officials said. Close to 100,000 homes and businesses are without running water. The Department of Water and Power said three aqueducts had been ruptured and two pumping plants damaged. There are also many broken water mains.

## Aspin to stay as defence hunt goes on

By Jurek Martin in Washington

Mr Les Aspin, due to step down today as secretary of defence, has agreed to stay on until the Clinton administration names a new successor, following Mr Bobby Ray Inman's abrupt withdrawal as nominee to the Pentagon on Tuesday.

As President Bill Clinton left a Washington in the grip of record cold to inspect the Los Angeles earthquake disaster, there was no word on when a

new candidate would be named, or even if the administration had compiled a prospective short list.

The search for a new nominee, led by Mr Mack McLarty, White House chief of staff, only began last weekend, when the president, still in Europe, was advised of Mr Inman's intention to withdraw.

The retired admiral said that he had recommended a successor but, given the embarrassment he has caused, it is unlikely to be given any

weight. In effect Mr Clinton is back to where he was two months ago, when it was first decided to seek Mr Aspin's resignation.

There is a list of people whose names are invariably mentioned for senior defence positions and it appears to remain as it was, with the subtraction of Mr Inman's name.

Generally reckoned to be on it are Mr James Woolsey, currently head of the CIA; Mr William Perry, now deputy secretary of defence; Mr John

Deutch, Pentagon under-secretary for acquisitions; Mr Norman Augustine, head of the defence contractor; Senator Sam Nunn of Georgia, chairman of the Senate armed services committee; and congressman Dave McCurdy, the Democrat from Oklahoma.

Also mentioned are retired General Colin Powell, former head of the joint chiefs of staff, and retired Admiral William Crowe, due to be the next ambassador in London. Both

would require waivers from the law preventing former military men from serving in the Pentagon before a number of years have elapsed.

Each may have reasons not to accept any offer. Senator Nunn, for example, seems far too wedded to his power base on Capitol Hill to want to follow Mr Aspin's path to the Pentagon. General Powell's politics are a closely guarded secret, as are any political ambitions he may have. See Feature

The sudden emergence of an old rival puts the presidential favourite under pressure

## Mexican uprising dents Colosio's image

By Damian Fraser in Mexico City

Three weeks ago Mr Luis Donaldo Colosio, the presidential candidate of Mexico's ruling Institutional Revolutionary Party, was preparing for an electoral campaign which many assumed would be little more than a formality. Like all his party's previous candidates, he was overwhelming favourite to become Mexico's next head of state.

Today such complacency has been dented. The New Year's uprising in the impoverished southern state of Chiapas, in which more than 100 people have died, and sudden re-emergence of Mr Manuel Camacho, his main rival for the party nomination, have fuelled old doubts about Mr Colosio's credentials for the job, and raised new ones about unity in the PRI.

The uprising in Chiapas, although confined to a few thousand guerrillas, has given fresh weight to criticisms of the economic and political model followed by President Carlos Salinas. As the hand-

picked successor to Mr Salinas, and self-styled candidate of continuity, Mr Colosio and his programme have been wounded by such attacks.

While the Chiapas uprising has focused attention on poverty and under-development in Mexico, the main beneficiary may not be the leftist opposition, headed by Mr Cuauhtémoc Cárdenas, says Mr Federico Estévez, a professor at the Ibero University. The uprising, he says, will make voters more worried about personal safety and political stability, and thus wary of supporting a party that calls for a radical overhaul of the existing political establishment.

Instead Mr Camacho may emerge as the main winner. After his appointment to the high-profile job of restoring peace to Chiapas, Mexico's newspaper columnists immediately speculated that Mr Camacho would use his position to challenge for the presidency, either from inside or outside the ruling party.

The speculation was fuelled in part by the announcement that Mr Camacho had asked



Colosio: problems

not to receive a salary in his new role and would not form part of the government, freeing him, should he wish, to become a candidate.

Mr Camacho was mayor of Mexico City and a possible presidential candidate until November, when Mr Colosio was unveiled as the PRI presidential candidate. In an unusually frank resignation speech, Mr Camacho promised to continue in politics and fight for advances in democracy. He

pledged loyalty to the government of President Salinas, but not to the PRI.

The possibility of a Camacho candidacy is still extremely remote. He is not popular in the PRI, partly because of his desire to introduce more democratic reforms, nor with the economist technocrats who have risen to power in the past decade and suspect him of populist tendencies. He would stand little if any chance of winning as an independent candidate, given the PRI's huge advantages in organisation and money over other parties.

"Mr Camacho is ambitious but not mad," says Mr Raymundo Riva Palacio, an editor at El Financiero newspaper who dismisses speculation of a candidacy this year.

There is little doubt that Mr Colosio has been damaged by his old rival's new prominence. The appointment of the ambitious Mr Camacho has made Mr Colosio look weak. Mr Salinas announced the appointment on the very day Mr Colosio's election campaign started, suggesting to some a calcu-

lated snub. Mr Colosio has decided to respond to the threat of Mr Camacho by saying next to nothing - exposing him to still further criticism of being weak and ineffectual. Mr Francisco Cárdenas Cruz, the influential columnist for El Universal, on Tuesday described his campaign as all but invisible.

Mr Colosio's supporters say that there is plenty of time before the August elections to recover from the poor start, and that any attempt to benefit from the crisis in Chiapas would backfire. Such views reinforce long-held criticism that Mr Colosio is too passive and lacks independent ideas to make a good president.

Mr Colosio's platform will be modified by events in Chiapas. The candidate will focus more on anti-poverty and regional development aspects of his programme than hitherto, supporters say. He is also likely to emphasise further his promise of free and fair elections, in answer to those who argue that the Chiapas uprising occurred as a result of a lack of democracy in the country.

### NEWS IN BRIEF

## CBS wins winter Olympics rights

By George Graham in Washington

CBS may have lost its broadcasting rights for American football, but it has asserted its claims as a top sports television network by winning the US television rights for the 1998 winter Olympics.

The network was due to announce yesterday it had secured the rights for the winter games, to be held in Nagano, Japan, with a record bid of \$375m. CBS televised the Albertville games in 1992 and will also broadcast next month's winter Olympics in Lillehammer, for which it paid around \$250m.

The Lillehammer games could draw enormous attention, as the women's figure skating contest, already one of the most popular television events, is now rapidly turning into a made-for-TV melodrama after the attack on Ms Nancy Kerrigan, one of the top US skaters.

CBS was stunned last month when it lost the rights to broadcast games from the National Football Conference, the top American football league, to Mr Rupert Murdoch's Fox Network.

## Grip of Siberian Express

A weather front meteorologists were calling the "Siberian Express" gripped the upper Midwest for the sixth consecutive day yesterday, with extreme cold closing businesses and schools and snarling airline traffic, reports Laurie Morse from Chicago. At Chicago's O'Hare airport, the busiest in the US, many flights have been cancelled since Monday. Snow was still hampering attempts to normalise services.

The spell is breaking records. Temperatures in Chicago have not reached above zero for a week, with the mercury dipping to 21 degrees below zero yesterday. In northern regions of the midwest, temperatures fell as low as 80 degrees below zero.

## US trade gap narrows

Tumbling oil prices helped narrow the US trade gap in November by 8.7 per cent, to \$10.17bn, the Commerce Department said yesterday, Reuter reports from Washington. In the first 11 months of last year, the trade gap stood at an annualised \$118.7bn, its highest level since \$162.1bn, in 1987, the department said.

The merchandise trade deficit for October was \$10.5bn, revised from a previously reported \$10.46bn. The trade deficit with Japan declined in November to \$5.72bn from \$5.72bn before seasonal adjustment.

The department said imports declined by 1.5 per cent in November to \$51.24bn, due largely to a sharp \$115.8m drop in the cost of oil imports to \$3.09bn. Exports declined by 0.1 per cent to \$40.07bn, reflecting decreases in industrial supplies and materials.

## Bar on Banco Latino

A Venezuelan criminal court judge has banned directors of the failed Banco Latino from leaving the country, according to reports yesterday. Banco Latino, Venezuela's second largest bank, was taken over by the government last Sunday, reports Joseph Mann from Caracas.

## Miami crime curfew

Dade County commissioners have voted to adopt a curfew aimed at reducing crime by requiring teenagers to get off the streets after 11pm. Reuter reports from Miami. The controversial measure, expected to be challenged in court by civil rights activists, will punish repeat violators by recalling driver's licences or fining parents up to \$500.

## Brazilian reforms debate resumes

By Angus Foster in São Paulo

Brazil's stalled constitutional review finally resumed yesterday and the first proposed amendments, including changes to the presidential term, could be voted on today.

The review, which had been on hold since October because of a corruption scandal in Congress, is likely to make significant changes to the country's creaking political system. But amendments to modernise the economy are more controversial and face considerable opposition.

Mr Nelson Jobim, the review's co-ordinator, has prepared the first tranche of proposals from an original list of 18,000 suggestions. His proposals include a cut in the presidential term from five to four years and allowing holders of executive positions to seek re-election while still in office.

At present, leaders have to resign six months before elections while presidents and governors cannot hold the same office in consecutive periods.

This system, designed to reduce the advantages of incumbency, has usually weakened the last year of an elected official's term. "They only govern for two years, the rest of the time they are learning to govern or politicking for the next elections," according to Mr Jobim.

Other proposed changes include an end to Brazil's compulsory voting laws and stricter rules to prevent congressmen switching party affiliation mid-term.

Congressional immunity, which is extremely broad and has allowed some congressmen to escape criminal charges, would in future only extend to guaranteeing freedom of speech and association. Analysts agree that all these changes would make small but important changes to the way Brazil is governed.

● Brazil's monthly inflation rate edged through the psychologically important 40 per cent mark in the period between December 16 and January 15, according to one of the main organisations which track price rises.

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## NEWS: UK

# Customs warns Eurotunnel on security checks

By Jimmy Burns

British customs officials have warned Eurotunnel that attempts to police the Channel tunnel once it opens will be undermined by the company's rules on obtaining information on passengers.

According to a senior official, there are concerns that when the tunnel opens in May, customs will not have the information it needs, although passengers will be subject to standard passport checks and customs officials will travel on trains.

"From a purely customs point of view, it's going to mean more drugs getting through. From a security angle, it could mean that some terrorists will be travelling and no one will pick them up," he said.

Customs views the threat as so serious that it has been considering asking the government to put pressure on Eurotunnel, the tunnel operator, to change its practices.

However, the company said last night: "We never intended to give full passenger details. We are a railway not a ferry company. It's a turn

up and go system. We think the controls we will have will be sufficient."

Customs officials believe that effective policing of Channel crossings is dependent on being given full information on vehicle registrations, passengers and freight.

However, the operational system which Eurotunnel plans will limit the information it can give to customs to advance reservations only, which it is estimated will account for about only 30 per cent of those actually using the trains on any particular day.

Eurotunnel's operations, unlike the ferry companies and airlines, are excluded from the UK's Carrier Liability Act under which companies are under obligation to provide the fullest information on passengers and cargo.

What are described as "serious" behind-the-scenes negotiations aimed at preventing a row over the information issue have included high-level meetings between senior customs officials and Eurotunnel executives.

A senior customs official said: "If we are not given full information as

to who is travelling, we can't select individuals for target searching based on intelligence. The alternative is to search everyone. This, however, is impractical. So effectively the control element is going to be reduced substantially."

Eurotunnel last night defended its security record.

"Our security system is in place and is a vigorous as ever. We have deliberately not changed our control procedures and TML security people are still in place, the company said."

## Violence fears lead to soccer cancellation

German soccer officials yesterday cancelled a friendly match against England which was scheduled to be played in Hamburg on Adolf Hitler's birthday because of the possibility of violence between neo-Nazis and left-wing groups.

April 20 marks the 105th anniversary of the birth of the Nazi dictator.

After a meeting in Hamburg that also included local and federal officials, Mr Wolfgang Niersbach, a spokesman for the German soccer federation (DFB), said the game had been called off because of the Hamburg city government's fears of disturbances.

Mr Werner Hackmann, the Hamburg official in charge of internal security, had issued a "very urgent recommendation" against holding the game in the northern port city on Hitler's birthday.

He added: "We regret such a decision but we don't want to give right-wing extremists a forum."

There was no immediate word on when and where the match would be played, although German officials hope the fixture will be able to take place sometime this spring, since it is an important part of the German team's build-up to their defence of the World Cup in the US this summer.

Mr David Bloomfield, a spokesman for the English Football Association, said the decision to cancel the match was made by the City of Hamburg for security reasons.

No decision had yet been taken on whether the match would still be played and if so where and when it would take place, he said.

The FA would be having talks with the DFB at this weekend's European Championships draw in Manchester.

Mr Bloomfield said, however, that it would be difficult to move the match to a different date: "April 20 is an international date. With the crowded fixture list it is not easy to move dates around."

The next match for currently managerless England is against European Champions Denmark at Wembley on March 8.

## Italian entrepreneur plans Gatwick airline

By Paul Betts, Aerospace Correspondent

BAA, the airports operator, and British Aerospace are backing a proposal by an Italian airline entrepreneur to start up a European scheduled airline based at London's Gatwick airport.

The new airline, Debonair, which plans to operate up to seven BAe 146 regional jets from Gatwick to several European destinations including Paris, Amsterdam, Munich, Berlin, Rome, Milan, Madrid, and Barcelona, is being set up by Mr Franco Mancassola.

Mr Mancassola is a former senior executive of Continental Airlines and World Airways of the US and has 30 years' experience in the international airline industry.

Mr Mancassola said yesterday that he had already raised £6.5m of the £13m equity finance for his new airline and planned to launch Gatwick scheduled services in the autumn.

BAA supports the venture as it has the potential to fill the gap left at Gatwick by the collapse of Air Europe and the demise of Dan-Air, which has been absorbed by British Airways.

Mr Allan Munds, Gatwick airport's managing director, said passenger traffic on European scheduled routes from Gatwick had dropped from about 5.5m to 3.5m during the past three years.

With BA dominating short-haul European scheduled air-



Debonair Airways' chairman Franco Mancassola said yesterday that he had already raised £6.5m of the £13m needed for his airline

line services from Gatwick. Mr Munds said many long-haul airlines using the airport were keen to see a new airline offering European services from Gatwick.

The UK government's liberalisation of London air traffic rules has encouraged many international airlines to switch services from Gatwick to Heathrow, which has become

overcrowded. Both BAA and the international carriers using Gatwick see a new entrant as creating greater competition and choice at Gatwick.

The new airline plans to start services in September using four BAe 146 jets leased from British Aerospace's aircraft fleet asset management organisation. Mr Mancassola plans to increase the fleet to

seven BAe 146s by the summer 1995.

Mr Robin Southwell, of BAA's asset management organisation, said the UK manufacturer was backing the new venture and proposing to lease the first four 146 aircraft for a total of \$500,000 a month.

Apart from daily scheduled services to European business

cities, the new airline also plans weekend services to leisure centres including Nice and Venice.

Under the European Union's new airline liberalisation regime, any EU citizen can now start up an airline in any member state as long as it meets safety, management and financial fitness requirements.

## UK's third BCCI trial opens

By John Mason, Law Courts Correspondent

The former property entrepreneur, Mr Nazimuddin Virani, helped the Bank of Credit and Commerce International carry out its massive international fraud by signing bogus documents enabling the bank to overstate its profits by \$30m (£30m), a jury heard at the Old Bailey in London yesterday.

The assistance given by Mr Virani, the former head of Control Securities, the property and leisure group, enabled BCCI to deceive the Bank of England into renewing its banking licence. It could therefore continue taking deposits

from the public long after it was insolvent. Mr Anthony Hacking QC told the court.

Mr Hacking was opening the third prosecution brought by the UK Serious Fraud Office over the collapse of BCCI. Mr Virani denies one count of conspiring to defraud BCCI depositors, 11 counts of furnishing false information to Price Waterhouse, the bank's auditors, one count of theft and one of false accounting.

Mr Virani's co-conspirator in the fraud was Mr Mohammed Haque, the former head of BCCI's property division in the UK. Mr Hacking said. After the collapse of the bank in July 1991, Mr Haque fled to Pakistan from where he could not

be extradited to the UK.

Mr Hacking said that Mr Virani was the largest customer of BCCI's property division and he and Mr Haque developed a "you scratch my back and I'll scratch yours" relationship. Together they embarked on a fraud that benefited both BCCI and Mr Virani's private property empire, Mr Hacking said.

As BCCI's financial troubles increased in the mid-1990s, Mr Virani signed a series of bogus documents to help "plug the gaps" in the bank's accounts and hide the truth about its financial position. Mr Hacking said.

## British Aerospace announces 500 missile job cuts

By David White, Defence Correspondent

British Aerospace yesterday unveiled plans for further job cuts involving about 500 staff in its missile division, more than a tenth of its remaining workforce in the sector.

The cuts, likely to involve compulsory redundancies, follow a reduction of 830 jobs at three civil aircraft plants announced last week.

The company's Dynamics guided-weapons division, which is due to be merged with the missile-making activities of France's Matra group, will be reduced to 4,040 employees, less than a quarter of the level at the end of the 1980s.

BAE blamed deferral or cancellation of a number of UK and overseas orders.

The main reduction affects 330 jobs at its main missile manufacturing operation at Luton, near Bolton - about a quarter of the factory's workforce. In addition it plans to shed 160 jobs at Stevenage in Hertfordshire and 20 at Bristol.

The company said the cuts bore no relation to the merger

talks with Matra. The talks, due to be completed by the end of last year, have taken longer than expected, but BAE said it was confident an agreement would be reached in the next few months.

Further reductions were necessary, it said, despite a recent £100m UK order for additional Sea Wolf naval missiles. It faced a gap before production of the missiles started in late 1995. At the same time, production of the Alarm anti-radar weapon, used for the first time in the Gulf war three years ago, was coming to an end.

However, it said it still had strong medium-term prospects, notably with the new Advanced Short-Range Air-to-Air Missile (Asraam), designed to equip the RAF's Eurofighter jets.

In contrast to the trend of cuts in the defence industry, the Southampton warship builder Vosper Thornycroft announced yesterday it was recruiting 60 employees, mainly steelworkers. The move reflects the build-up of construction work on vessels for Oman and Qatar.

## Britain in brief



### Single market drug fears 'disproved'

Fears that the first year of the single market would provide opportunities for drugs smuggling have been disproved, Sir John Cope, paymaster general said yesterday.

Senior customs officers announced record seizures last year of cannabis, and synthetic drugs such as 'ecstasy' and amphetamines.

Cannabis seizures rose 19 per cent in 1992-93 to a record 53 tonnes, with a street value of £176m. Synthetic drug seizures rose 215 per cent to 1,097 kg with a street value of £133m. Seizures of heroin increased by 25 per cent to 562 kg (£98m).

The number of people arrested in the UK as a result of international drug operations rose 29 per cent to 3,309, but cocaine seizures fell 33 per cent from the record 2,250 kg in 1992 to 748 kg.

Mr Douglas Tweddle, chief customs investigating officer, said intelligence predictions that South American barons would target the UK and western Europe were becoming a reality.

The Caribbean and West Africa were becoming important suppliers of cocaine, while the overland Balkan route was still a favourite with heroin smugglers, Mr Tweddle said.

### Howard to review legal proposals

The British government was yesterday preparing to water down plans to reform the police and courts in the face of growing opposition in the House of Lords - the non-elected upper legislative chamber - to key aspects of its legislative programme.

Mr Michael Howard, home secretary, signalled the climb-down after Lord Whitelaw, a former Conservative home secretary, attacked the police and magistrates courts bill for the second time in two days.

Mr Howard, who defended the bill after it was maulled by Tory critics in the Lords on Tuesday, was "prepared to listen to detailed suggestions which might improve upon the form of legislation".

### Ulster tourist expansion hopes

A successful peace initiative in Northern Ireland would prompt a 40 per cent rise in tourist numbers to 1.77m a year within three to five years and create "many thousands of new jobs", according to the Northern Ireland Tourist Board.

Mr Hugh O'Neill, its chairman, said yesterday that tourist numbers to Northern Ireland rose in 1993 for the fifth consecutive year. Final figures for last year have still to be compiled, but tourist enquiries and hotel occupancy rates showed increases over 1992 for the first half, with enquiries up 70 per cent.

The NTB has recently been expanding its presence in Europe, North America and Australasia.

Investment in the tourist industry in the province is estimated at some £200m over the past five years, while some 1.25m visitors came to the province in 1992.

## Renault in accident plan

Renault UK is launching a new weapon in the fierce UK new car sales war - accident management on every new car sold.

It has formed a venture with Accident Management Company, part of a northern-based fleet management group, to take over the administration of the entire aftermath of an accident, from contact with insurers to overseeing repairs, at no cost to the motorist.

The scheme, available for fleet and private buyers, already covers 31,000 Renault vehicles in the UK and is expected to be extended to more than 130,000 by the end of this year.

## Property industry raises £5.7bn

The UK commercial property industry raised £5.74bn in loans, bonds and rights issues in 1993, the largest total since 1989 and an 88 per cent increase on the previous year.

The statistics, which were compiled by chartered surveyors Savills, reflect a change in perception about the prospects for UK commercial property. Expectations about the performance of property increased sharply as a result of the improved prospects for the economy and the decline in interest rates and bond yields.

The total raised included £2.65bn from loans, £170m from bonds and £2.99bn from rights issues, compared with £2.77bn from loans and £261m from bonds in 1992.

The large increase in rights issues reflected a re-rating of property company shares.

The level of funds raised through loans in 1993, which included a £1.1bn loan in October to allow Canary Wharf to exit from administration, was similar to the 1992 total. Of the debt of £3.36bn, £3.18bn was used for refinancing existing debt, leaving £1.18bn as new money into property.

The statistics do not include the money invested directly into the market by institutional investors.

## MoD incentive to shipyard buyer

The UK Ministry of Defence would be in a position to award a contract to Swan Hunter, the stricken Tyne-side shipyard, if a potential purchaser was willing to underwrite the bid, it emerged yesterday.

Since the yard went into receivership in May the MoD has said it can tender for orders, but an award can be made only if it is on a sound financial footing.

It became apparent yesterday, however, that a potential bidder would have the option of backing a bid far earlier before committing itself to buying the yard in north-east England.

Swan Hunter's remaining 1,060 employees are fitting out its last orders - two Type 23 frigates.

## Vintage wine beats estimate

One of the world's most expensive wines lived up to its reputation yesterday when a bottle was sold for more than £9,000 at auction in London.

The double magnum of Chateau Petrus 1961 was sold for £9,350, beating its estimate of \$8,000.

Head of Sotheby's Wine department Ms Serena Sutcliffe said: "It is always a major event to find Chateau Petrus of such an outstanding vintage in a double magnum."

## Ferry operator insists on wage freeze

By Robert Taylor, Labour Correspondent

P&O European Ferries has threatened to dismiss more than 1,000 of its employees if they refuse to accept new conditions of employment. The company has also threatened to sack them if they strike against the proposals.

"We don't want a confrontation but a negotiated settlement," said Mr Geoff Christian, the company's fleet director.

Final negotiations are due to take place tomorrow between unions covering crews and shore staff at Felixstowe in Suffolk. Larnie in Northern Ireland and Cairnryan in Scotland over company plans to cut wage costs from £10m to £7.5m a year.

Members of the RMT maritime union at Felixstowe, Larnie and Cairnryan voted last week by 319 to 38 to back industrial action and reject the company's proposals.

The company warned yesterday that it had gone as far as it could in making "considerable concessions" to changes in working practices it presented to the unions last September.

The company had agreed to scale back its proposed job cuts of 240 by half to meet union anxieties.

Talks are continuing between the two sides at P&O's Portsmouth operations. Last week maritime officers in Dover accepted the company's

terms - the rest of the workforce is non-union.

Mr Tony Santamara, the RMT's national officer, said yesterday members were "extremely angry" at the company's attitude. He said management had said those refusing to work under the new conditions would be fired.

P&O has insisted on a wage freeze for most of its workers with a 25 per cent cut in salary for more than a hundred catering staff.



Michael Sydney, export director of Lock & Co, a hat shop in central London which was founded in 1676. The company was yesterday presented with the NatWest Export Award for small businesses, given to companies with an annual turnover of under £1m. He said the best selling lines were tweed caps, which are popular in Italy, France, Germany and Belgium. Picture: Lydia van der Meer

## Major pays the price for predecessor's sins

It is in the book of Exodus after the flight from Egypt that the unforgiving God of the Old Testament delivers his warning to the chosen people: "I am a jealous God visiting the iniquity of the fathers upon the children."

Mr John Major knows what he meant.

Buffeted by the political fallout from Scott enquiry into arms sales to Iraq, the shady dealings by Westminster's Tory council and an aid-end-arms deal with Malaysia, Mr Major is paying for his predecessor's sins.

He is furious with Labour's attempt to pin the sleaze label on to his government. He is an honest politician. He does not like being branded the leader of a bunch of crooks.

But take them aside and many Conservatives will readily acknowledge that after so long in office any party runs the risk of becoming corrupted by the habit of power.

That, they judge, is what happened in Mrs Margaret Thatcher's third term of office. The massive mistakes in public policy - over the poll tax and

## Philip Stephens on the prime minister's efforts to shake off the opposition's allegations of sleaze

Europe to name but two - after her third election victory in 1987 were mirrored by an arrogant disregard of accepted standards in the private business of government.

"It was corrupt", admits one minister who served in that administration. That is not to say individuals were making money out of their position in government. But otherwise: "anything went as far as No 10 was concerned."

The exports to Iraq inquiry by Lord Justice Scott has not uncovered any great conspiracy.

Mr Major's exposition on Monday of his distinctly bit-part role in the affair was convincing. Labour understandably want to pin blame directly on him but the effort does not carry great conviction.

What the hundreds of hours of evidence and thousands of pages of written evidence to Scott does reveal is an unapologetic contempt among some

(not all) ministers and officials for their own rules and for the institution of parliament.

For all the sophistry now being employed to argue that there is no case to answer, it is hard to find anyone in the senior ranks of the government who does not expect Scott to reach some damning conclusions.

The decision by the Thatcher government to devote £300m of Britain's overseas aid budget to an uneconomical hydro-electricity project on the banks of Malaysia's Pergau river is part of the same picture.

Ministers deny the scheme was linked explicitly to a £1bn arms deal negotiated personally by Mrs Thatcher.

When Mr Major gave final approval to the project in 1991, he was simply handing over a cheque she had promised. He received the assurance of Whitehall lawyers there was no illegality.

But those familiar with both

the aid agreement and the "coincidental" arms deal say that the denials of a link are accurate in only the strictest terms.

The Thatcher government did not promise specifically the Pergau dam in return for the arms contracts.

But a few months earlier Mrs Thatcher's office had made a direct link between the arms sales and the aid package from which Pergau was eventually financed.

Then there is the alleged manipulation of electoral boundaries by Westminster council. It cannot be laid directly at the government's door. Lady Porter, the colourful then leader of the Tory group, made her own judgments. Nor is there anything particularly new in local authorities seeking to rig election results.

The brazen self-confidence behind a scheme which the district auditor estimates cost the

people of Westminster more than £20m reflected, however, the climate of the age.

No one denies that the leader of what was proclaimed the Tories' flagship council was a frequent and honoured guest at No 10.

So what, Mr Major might say. My government is different. It set up the Scott inquiry. It has actually promoted the civil servant who brought the doubts over the Malaysia project into the public domain. If the Westminster charges are proved, it will condemn the guilty.

But the prime minister remains unwilling or unable to make a clean break. Apart from the occasional slip which provides a glimpse of his true feelings ("the golden age that never was" is the best example), Mr Major continues to defend the actions of his predecessor.

He should instead disown them; He might even, on occasion, apologise for them. The forgiving God of the New Testament did, after all, tell us how past sins could be absolved.



## MANAGEMENT: MARKETING AND ADVERTISING

Allied Dunbar aims to become market-led with a new advertising drive. Diane Summers and Alison Smith report

## A brand new life campaign

For the first time in nearly three years, Allied Dunbar, the top-league UK life company, will tomorrow night have an advertisement on television. The intention is that this will kick off a campaign that could be developed over five, 10, or even 15 years. A £75m budget has been allocated for the first five years' advertising - £10m of it will be spent in two bursts this year.

This substantial commitment is the culmination of a complete reappraisal of Allied Dunbar's position in the marketplace, its products, image and marketing. The process of reform appears to borrow more from the world of fast-moving consumer goods than from financial services. From seeing itself as produced in the 1970s, to distribution-dominated in the 1980s, the company aims in the 1990s to become market-led. Along the way, it will want to shake off the "Allied Crowbar" tag it has earned as a result of its robust sales methods.

Many of Allied Dunbar's concerns have been problems for the sector as a whole. Recently the life industry has been defensive about a range of issues, perhaps most notably the widespread failure to comply with regulatory standards in the selling of personal pensions to people transferring out of occupational schemes.

Nor has the industry's reputation been helped by its vigorous resistance to regulators' determination that sale agents must volunteer to

largest life companies in the UK, with £140m of funds under management and 1.4m clients. Most of its business, about 88 per cent, comes through its 4,000-strong direct sales force, while the rest comes through independent financial advisers.

The company has existed as Allied Dunbar only since the mid-1980s. It was originally set up as Hambro Life in the early 1970s by Sir Mark Weinberg, under whose leadership it revolutionised life insurance sales techniques. He departed in 1980 after it was bought by BAT Industries.

The reappraisal began in the following year with the appointment of George Greener, former head of Mars confectionery in the UK, as chief executive. One of Greener's first actions was to freeze expensive television advertising while the company sorted out its "brand" - an approach and the kind of language familiar to marketers of chocolate bars but a shock to executives in the financial services world.

Greener has since moved on to a wider role in BAT but the current chief executive, Sandy Letich, who took over last year, has continued the review. It was found that the company had a completely outdated picture of the marketplace: it was using the industry's standard "market segmentation" model, linking life stages to financial needs but taking no account of demographic changes.

The model - which has been around since the 1950s and is still used by some of Allied Dunbar's competitors, according to Jerry Grayburn, marketing director - assumes, for example, that all 20-39-year-old couples have young children. Says Grayburn: "If you haven't got children, you don't exist on the old model." Those over 60 and not retired, and single people with dependent children, were other groups that were previously ignored. The company has developed its own model which is already influencing product design.

There are now seven new segments: young professionals; dual career families; up-market empty nesters; mid-market empty nesters; new inheritors; self-employed; and

### How the literature was redesigned



high net-worth individuals. Each of these has a number of sub-segments.

The Grey Communications Group was hired to help Allied Dunbar define and build its brand. The agency had little experience in financial services but was known to Greener from his Mars days. Grey's first task was to find out how the company was seen, both by employees and consumers. "It was confusion. We didn't know what our reputation was - it was different things to different people," says

Grayburn. Some of the contradictory messages that came back were that the company was both crusading and manipulative; was simultaneously caring and aggressive.

The next problem was to establish what Allied Dunbar's brand - "reputation", rather than brand, has been the word more easily understood within the organisation - ought to be. The result contains few surprises: consumers want, for example, to know the company is large, successful and financially secure; they want to be treated as

individuals and have individually-tailored solutions to their financial needs throughout their life; and they want to find the company caring, honest, knowledgeable and experienced. Interestingly, clients (customers are no more) also want unpleasant and difficult issues confronted when investments, life assurance and pensions are discussed, and to have a clear idea what provision is being made for which eventualities, says Grayburn.

Consultants Coopers & Lybrand are helping to develop indices that will enable Allied Dunbar to measure the value of the brand and relate aspects of its performance to the bottom line. It is hoped, for example, that it will be possible to tell, over time, what the relationship is between client satisfaction and profits, so that marketing can be more tightly focused.

The first television advertisement, unveiled tomorrow, will not focus on any individual product, but will start to build the brand along the newly-defined lines. Deliberately, no stars will be used, for fear of overshadowing Allied Dunbar's own name. (The name itself will not change, says Letich: "The only problem with the name is that it's not well-known enough.")

As the television advertisements get under way, all the company's brochures and publications will be overhauled. Until last year there was no unified style, which caused confusion in the marketplace, robbing Allied Dunbar of impact and leading to a "horrendous waste of money," says Grayburn, because each publication needed individual design work. An interim redesign (see illustration) will be superseded shortly.

Having set out its new, high-profile approach, Allied Dunbar is anxious to do all it can to minimise the risk of its message being undermined by its sales force, particularly given the background of public unease about standards in the life insurance industry.

Increased spending on training and compliance, as well as changes to the structure, have resulted, and specialist advisers have been appointed to the 19 regions to support the regional sales directors.

The remuneration of sales managers has also changed. Managers will no longer receive a slice of commission on the products their sales agents sell, but will be remunerated according to performance and targets set by the company.

Grayburn concludes in classic FMCG-style marketing speak: "Delivering consistent expectations is a key ingredient of building a strong brand. It is also important to be differentiated from other brands. But, most important of all, we've got to deliver. If you promise but don't deliver you end up like British Rail."

## Monster challenge for cut-price Kia

Kevin Done looks at a South Korean carmaker's move into the US market

Kia Motors, the South Korean carmaker, is about to launch itself on the US market. It is a daunting challenge. No one knows the brand. It is about to become the 38th nameplate in an already very overcrowded marketplace.

In order to carve a foothold in what is reckoned to be the world's most competitive car market, Greg Warner, executive vice-president of Kia Motors America, has decided that the key will be "disruption".

Early Kia market research was hardly encouraging, he says. "No one knows us. Kia brand cars have not been sold in the US before. No one needs us. It's not news that there is an over-supply of vehicles on the market right now. No one wants to hear from us. There's billions of dollars spent every year on automotive advertising. Who the heck wants to hear from yet another car company?"

The disruption strategy will effectively mean that Kia will seek to under-price its rivals by a significant margin, while supplying cars of competitive quality with often superior levels of standard equipment.

A similar strategy has often been used in the past by Japanese carmakers, but now it is the Japanese competition itself that Kia has in its sights. Warner maintains that a space has opened up at the bottom of the US market, thanks to substantial price

increases by the Japanese carmakers, who have been under heavy pressure from the appreciation of the yen.

Kia's first US television advertising campaign begins next week, prior to the launch in February. It features clips from a 1980s science fiction film, *Gorgo*, with a gigantic monster trampling across the buildings of a city centre to the accompaniment of screams and dramatic music. Then the text appears: "There's only one thing more frightening to Japan." There's another shot of the angry monster, then the text: "A well-built car for under \$8,500\* (£5,743). Kia's first vehicle to be launched in the US is the Sephia, a small, four-door, family car with a 1.6 litre, 16 valve Mazda-designed engine.

"Our greatest impact will be on Japanese makes," says Warner, who is targeting the Sephia at rivals such as the Toyota Corolla, the Honda Civic and the Mazda Protege. It will also compete with GM's Saturn range and the recently launched Chrysler Neon. He claims that the lowest list prices for a four-door Corolla or Civic are now more than \$12,000. The Sephia is being launched with a base price of \$8,495.

"The concept of providing compact sedans for an affordable price has been discarded by the Japanese. I have a feeling we haven't seen the last of price increase announcements from the Japanese."



malaysia



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Skyvision, features 6 channels and video games. While a CD music system entertains with a wide selection on 9 channels. And anywhere you fly, you can keep in touch with the world with MASone, our global telecommunications system. Across 5 continents, graced with service from the heart which says, you mean the world to us. Imagine. Fly Malaysia Airlines.



Britain's new national lottery opens for business in about a year, promising big cash prizes to the punters and much-needed tax revenues for the UK government.

For the consortium chosen to operate the lottery, however, it also poses some daunting technical problems, not least of which will be setting up one of the largest computer networks in the world in around six months.

The eight consortia expected to bid for the licence next month agree that, while the technology involved is relatively simple, the sheer size of the network, coupled with strict requirements for reliability and security, will make building the necessary computer system a tortuous task.

Having stated its requirement, the government is leaving the specification of the system to its potential suppliers. To be truly national, however, it will need to cover more than 10,000 nationwide retail outlets at launch time, rising swiftly to approach 25,000. Each will be installed with a specially designed terminal connected to a central computer system handling on-line transaction processing at speeds of up to 2,000 to 3,000 transactions a second at peak betting times, typically the hour before the weekly jackpot is drawn.

A second computer centre, located at a separate site in case the first is hit by disaster, will be on constant standby, ready to take up the processing load should the lead computer system fail.

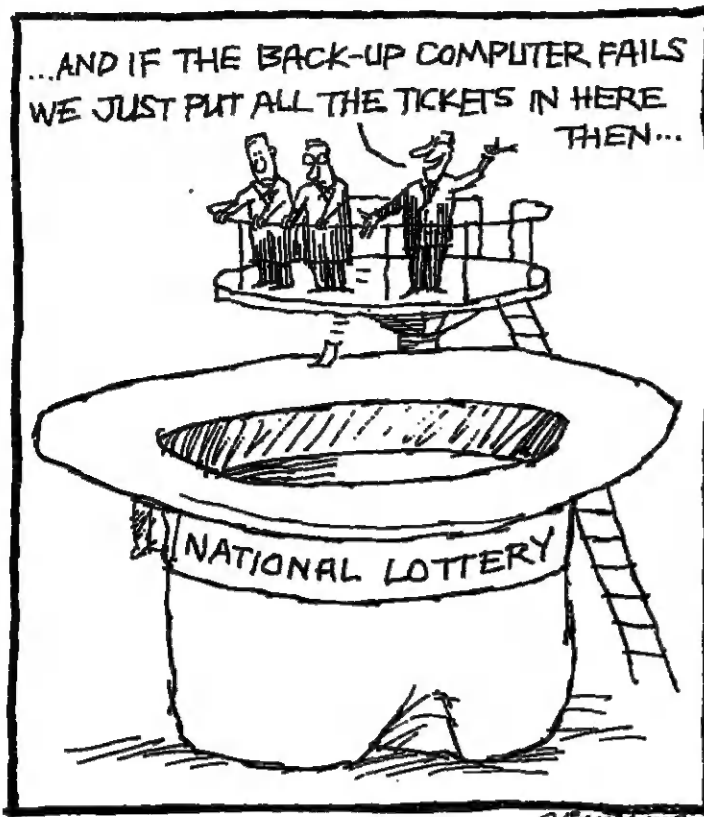
David Bale, chief executive of the New Zealand Lottery Commission and a consultant to UK bidder the Great British Lottery Company, warns against over-ambition. "The key is integrity. The system must do everything properly, all the time. I would suggest that it would be irresponsible for anyone to bid newly developed software for such a large system as the UK. It must be well and truly tested, as must the hardware and communications network."

New Zealand's lottery, set up under Bale's guidance in 1987, has 700 outlets but because of their geographical spread and the country's demographics, it has proved a tough testing ground. Newsagents were initially connected to a central system via New Zealand Telecom leased lines and modems, although the network was digitised last year to improve availability and resilience as well as to add new features such as an emergency satellite back-up service.

Bale's worst memory is the Saturday morning when a road digger sliced through both the primary and secondary wires connecting 50 per cent of New Zealand's lottery customers to the central system, jeopardising an equal percentage of

## Sarah Underwood on a network for Britain's national lottery

# Lucky numbers



the week's income. In this instance, service was resumed by 5pm in time for intense activity before the 7pm weekly big prize draw.

Besides leased lines and locally connected circuits, communications technologies which may be viable in the UK include cable, packet radio networks, emerging integrated services, digital networks and, ultimately, the latest generation of satellite services.

Bale cautions, however, against a mix-and-match approach to building the communications network. "Every time you add a new media, you add problems. I would avoid it like the plague."

"BT's twisted-pair wiring goes everywhere in the UK and I believe

it will deliver a very resilient service." With the investment in technology to set up the network expected to be £200m or more, British Telecom communications will not be the only supplier keen for a slice of the action, although its involvement is almost guaranteed as Mercury has neither the coverage, nor the experience, sought by the consortia.

Established suppliers of lottery system hardware include US companies Digital Equipment Corporation, Concurrent Computers and Control Data, which also offers complete systems through its subsidiary Automatic Wagering International. Software and specialist terminals are dominated by US-

based G-Tech, with more than 50 per cent of the world market. It is also a member of the Camelot consortium (backed by Cadbury Schweppes), although this will not preclude other bidders from selecting its systems.

Specially designed G-Tech lottery terminals, bearing some resemblance to a hybrid automatic teller machine and cash register, and made by consortium partner ICL (the UK-based and Japanese-owned computer company), would be installed in retail outlets with communication handled across a customised network of mixed media chosen for its cost effectiveness.

Don Stanford, G-Tech's senior vice-president for technology, says: "We need to achieve over 99.98 per cent availability and total transaction times of less than 5 seconds from when the customer hits the button to when he receives a receipt. And we want to give retailers a terminal designed to provide the power, capacity and speed to sell all game products within 5 seconds. In the UK, things will go wrong if the solution is not completely integrated or properly tested."

"The hardest part of the job will be planning and tackling the complexity involved to have everything online on day one. Besides the computer systems, retailers need to be trained and there will be a high field service requirement." Although none of the consortia is prepared to commit itself, Stanford - who maintained the Texas and California state lotteries - believes more than 500 jobs in manufacturing, operating the lottery and servicing retail sites will be created by the consortium chosen to run the lottery under the first seven-year licence.

IBM, the technical partner in the Lottery Foundation (formed by Richard Branson, chairman of Virgin), endorses the need for systems integration. In its self-appointed role as a services company, rather than hardware supplier, the US computer group will act as a project management and implementation specialist.

To enhance its technical credibility in the eyes of the government selection team, Rainbow, the group put together by advertising agency Leo Burnett under the chairmanship of Sir Patrick Sheehy (chairman of BAT Industries), has enlisted a well-known technical expert, Peter Borer, formerly head of British Rail's telecommunications arm, as its technical counterpart, scrutinising all the technical options available.

As Bale points out: "The UK lottery is the last big prize [in the gaming sector] in the 20th century and probably the 21st. The battle will be in marketing, but that must be supported by first-class gear."

## Buildings that take quakes in their stride

Despite the scenes of destruction, Los Angeles could have fared much worse, reports Andrew Taylor

Considering the forces involved, the density of population and the large number of buildings in the area, Monday's earthquake in Los Angeles could have been a lot more devastating.

This will not comfort those who lost loved ones or their homes or who were seriously injured, but the death toll would have been much higher if more buildings and structures had collapsed.

Richard Hough, who runs a 60-strong office for British consulting engineers Ove Arup in Los Angeles, says: "My first impression is that the city's buildings came through it pretty well."

There is serious concern at the collapse of some freeway bridges and elevated motorway sections which would have been disastrous if this had occurred during rush-hour. The damage has caused serious disruption to the city's traffic but is still small compared with the size of the city's total road network.

Ove Arup compares Monday's quake with a similar-sized one at Spitak in Armenia in 1988 which killed 25,000 people and left a greater tide of damage in its wake.

The US west coast has some of the most stringent building regulations in the world outside Japan which suffers from an even more unstable geology. International construction techniques to combat the severe stresses unleashed by quakes have improved significantly during the last 25 years as computers have allowed engineers to master the complex mathematics needed to calculate how a building will respond to violent ground movements.

Demand to improve building standards in California rose sharply after a hospital collapsed during the 1971 San Fernando quake which killed 65 people, says Edmund Booth, a senior seismic engineer at Ove Arup.

Structures must be pliable as well as strong, he says. If they are "too stiff" they will be unable to flex with the movement of the ground, and collapse.

Designers, he says, must be

careful that the natural frequency of a building does not closely match that of possible ground movements. This could cause the structure "to hum like a tuning fork" and shake itself to bits.

This occurred during the 1985 Mexico City earthquake where an essentially harmless earth movement was amplified by the soft soils of the dried-up lake bed on which the city stands. This had a devastating effect on buildings of 12 to 30 storeys, says Booth.

The horizontal forces produced by quakes are substantial, yet buildings are designed mainly

of a column supporting the frame of a Californian office block would be up to 50 per cent larger than that of a building in a stable seismic area. Reinforcement for columns also would be several times stronger.

Joints connecting upright columns and horizontal beams need to be strong to prevent shearing, and sufficiently flexible to allow the building frame to respond to ground movement.

A large number of deaths in the Armenian quake were caused by floors breaking free from the frame and collapsing on top of the other like a pack of cards.

More recently, buildings have been mounted on bearings such as large rubber pads designed to "decouple" the structure from some of the underlying earthquake movement. Ove Arup estimates that about 10 buildings and a similar number of bridges have been built this way in Los Angeles. "It will be interesting to see how these have performed compared with other designs," it says.

More recently, Japanese engineers have incorporated computer-controlled hydraulic jacks which are used to brace buildings but can also allow the frame to move depending upon the scale and frequency of the ground movement.

Designers also have to take into account the effect of building movement on cladding and internal fittings. It is not enough to keep the building standing and floors intact if large amounts of decorative cladding and glass break free, killing and maiming crowds in the streets below.

Large pieces of equipment and furniture need to be fastened so that they do not topple over and hurt staff. A telephone exchange at Erdzcan in Turkey, which was thought to be fully prepared for a quake, suffered in 1992 when batteries stored to provide emergency power split sulphuric acid on the floor.

"The primary objective," says Booth, "is that a structure should be designed so that its occupants can safely leave it even if some damage has occurred." Tragically this does not always happen.



...and those that cannot

to withstand vertical forces from the weight of floors, furniture, people, office and industrial equipment they contain.

An office block in London, for example, might be designed to withstand a horizontal force of just 1% per cent of its vertical load to combat high winds. In Los Angeles, this ratio might rise to 10-15 per cent and by as much as 20-30 per cent in Tokyo.

A multi-storey building in Los Angeles carrying a vertical load of 25,000 tonnes, therefore, might be designed to withstand a horizontal force of 2,500 tonnes, which is quite a punch, says Ove Arup. Typically, the cross section

## PEOPLE

### Cable & Wireless tempts second BP exec

Cable and Wireless, the international telecommunications group, has poached another senior executive from British Petroleum.

Stephen Pettit, 42, chief executive of BP's petrochemicals business, has been appointed to the newly created post of Cable and Wireless's managing director for Europe.

Pettit is following in the footsteps of James Ross, a former managing director of BP, who took over as C & W's chief executive in April 1992.

Like Ross, who had spent 33 years at BP, Pettit is a veteran BP man, having joined the company in 1974 after university. In 1981, BP paid him to get his MBA from Insead.

Ross says Pettit has been hired for his "extensive experience of international management in a number of very competitive markets". Prior to taking on the petrochemicals job Pettit had been responsible for BP's oil trading business.

He will be responsible for C & W's activities in the European Union - excluding the UK - together with Austria, Norway, Finland, Iceland, Sweden, the Baltic states, Eastern Europe and the western CIS.

Holroyd was a company doctor and now that the refinancing had been completed there was less need for his services. Holroyd will remain on the board as a non-executive director and a new chief executive is being sought.

Virtuality, the recently-floated company which produces hardware and software for virtual reality computer-generated environments, has turned one of its non-executive directors - Anne Glover, on the board since December 1991 - into chief operating officer.

Glover, right, will be based in the UK and will be responsible for operations worldwide. She will focus largely on implementing the international strategy of the company, which is aimed at making strong advances in Japan, Asia-Pacific and the US. Virtuality is focused on exploiting the leisure possibilities of the new technology.

Glover, 39, is a Cambridge graduate and gained an MBA at Yale. She then spent five years with Cummins Engine in the US, followed by a further five years with the management consultants Bain, in Boston. In 1989 she joined the venture capital company Apax Partners, which backed Virtu-



The company was founded in 1988 by Jon Waldern, who remains its managing director. Apax still has a 50.9 per cent stake in the company, though that is expected to diminish gradually over the next few years. Virtuality floated on the London Stock exchange in October; its shares immediately traded at a substantial premium to the placing price of 170p, reaching a high on the first day of 315p.

### Darjeeling man moves to Food From Britain

Food From Britain, the government and industry funded body to promote exports of British commodities, has a new chief executive, Patrick Davis, 46. He gets his feet under the table with a three-year contract, from March 7.

Davis, right, started his working life in the food business in 1964, joining Cadbury as a management trainee. During his time with the company he served in South Africa during 1969-70 and then moved on to Ireland, with a variety of posts involved in sales, marketing and trading.

In the management buy-out of Premier Brands in 1986 he took over the management of the tea division, and was closely involved with the company's acquisition of six different tea companies in the following two-and-a-half years. A previous chairman of the UK Tea Council - "the champagne of teas is Darjeeling", he says - Davis was managing director of Premier Teas, a major division of Hillsdown Holdings, from 1990-93.

FFB was established in 1983 and now has six offices in Europe and one in the US. Its overseas offices were recently privatised and last year pro-

vided consultancy support to more than 700 British companies.

In September 1993 Derek Garner stood down as FFB chief executive, following a government decision to slim down the organisation.

Davis says FFB will concentrate on two key aspects in the immediate future: the export of British food products and the development of specialty products in the UK. "I'd like to put the 'great' back into great food from Britain," he says.



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Senior management at Goldman Sachs are stoical about the unexpected departure of two of their most successful graduate recruits and point out that staff turnover at their bank is lower than most. Dan Cook, the 30-year-old head of Eurobond syndicate at Union Bank of Switzerland, is joining Lehman Brothers; further evidence that the Eurobond market's annual game of "usual chairs has started."

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# The comic who fell to earth

**BHAJI ON THE BEACH (15)**  
**Gurinder Chadha**

**Through the Scandal Zone:** Woody Allen with Diane Keaton in 'Manhattan Murder Mystery', his funniest film in years

improvises a tale of marital break-up. Main characters: himself (often just a poignantly interrogative voice off camera), Armenian-born wife and local guide as her lover. While a foreigner shines on their bilingual imbroglios, flash-forwards depict Egoian back in Canada trapped in misery of serial dating and a miasma of memory. This film about time, space and emotional paradox is as bewitching and many-angled as leitmotif: Byzantine churches that gaze timelessly, tauntingly, from skylines.

Finally, two British movies which sprawl amiably all over their sub-

In Gurinder Chadha's *Bhaji On The Beach*, Anglo-Asian Birmingham is a funny-disastrous day in Blackpool. Four generations of immigrants find their problems coming to a head, as pregnant daughters, wife-beating husbands, lonely men and God knows who are on their trip turning into an awayday in Purgatory. The comedy is so soft-centred in the crunch on these themes as they should. The film is flavoursome in the performances and the seedy-photogenic setting.

# One sail short of a full rig

A spectacular change of cast makes *Twelfth Night* look like an even better play than we had at the British premiere at the Royal Court in July. Nothing in *Twelfth* is redundant.

There are two characters — a male professor and a not very bright female student — failing to understand each other. Will the play cast there is a change in the balance of power. There is a dramatic gain. The juxtaposition of the student's sense of social inferiority and the professor's relative affluence, self-confidence and security has become much clearer.

When I first saw Harold Pinter's production at the Court, I noted that it was about much more than the current debate on political correctness. It was about McCarthyism, Marxism and academic freedom over the years. I wrote, perhaps wrongly, that the gender issue was incidental to the theme: the student might just as well have been male.

It is so sure, for the great merit of *Oleanna* is that it is played in all sorts of ways.

The social issue is much stronger. The student

## Oleanna changes gear

The student's perceptions are, of course, a travesty of the truth. The professor is going

dent about him. Lawson ■ tall dark ■ handsome with blow dried hair. ■ charm and

Others of them is to cast new light on the earlier performers. It is a tribute to the play and its production. No doubt another *Woman* could play it another way again; here, in *Gender War*, Lawson and Fairley come out on pretty well equal terms. *Woman* is only my impression. *Oleanna* is as good precisely because others reach different conclusions.

**Duke of York Theatre (071)**  
836 5122

# INTERNATIONAL ARTS GUIDE

**Teatro Comunale Tonight, Sun**  
afternoon: Gianluigi Gelmetti  
conducts Roberto de Simone's  
production of *I 'tallani in Algeri*.

**THEATRE**  
■ **The Striker:** a new play by Caryl Churchill, **directed by** [redacted] with music by Judith Weir and movement by Ian Spink. Starts previewing tonight in **11 Co [redacted]**, opens next Thurs (National 071-928 2252)  
■ **Machinal:** Fiona Shaw stars in Stephen Daldry's production of

Royal Opera's production of Carmen, with Danyce Graves, Leontina Vaduva, (till Feb 2). Christian Thielemann conducts a revival of Elektra next Wed, with Eva Marton, Marijana Lipovsek and Cecilia Sacchini (till Feb 17). The Royal Ballet (till Feb 18th) has Macbeth (till Jan 25) - Fencer and Juliet (till Jan 25) and Mayerling (till Feb 5). Opera North brings its production of Richard's Gloriana on

**Auditorio Nacional de México**  
Tonight: **Andrés Orti** trumpet recital.  
Tomorrow, Sat, Sun: **Andrés Orti** conducts Spanish National Orchestra in works by Maseda, Stravinsky and Tchaikovsky, with

Prague Symphony Orchestra in works by Verdi, Mahler and Tchaikovsky and Tues in Dvorak Hall. Martin Turnovsky conducts Prague Symphony Orchestra in works by Haydn, Beethoven and Janacek Wed in Smetana Hall (02-232 2501). The Czech

**Teatro La Fenice** The 1994 opera production ■ John Schlesinger's 1994 Garden staging of **La Cenerentola** d'Hoffmann, opening Feb 3 for six performances (041-521 0161)

Sky News: FT Reports 1730;  
0430



# A not inconsiderable similarity, oh yes



John Redwood is reputed to be one of the "hard" in John Major's cabinet whom the prime minister might cause more trouble outside than in. Here is a Redwood written just before he entered the cabinet as secretary last year.

**THE GLOBAL MARKETPLACE: CAPITALISM AND ITS FUTURE**  
By John Redwood  
HarperCollins £18.243

degree and the correct mix. Denis Healey used to say much the same thing as chancellor in the 1970s.

The phrase "back to basics" is used only once. Here again the prime minister has no need to worry. He applies it to education, not personal morality. Even then, he is strikingly liberal. While he favours a tilt towards "teaching, testing and measurement of results", he is sympathetic to allowing children to work "in a relaxed atmosphere at their own pace".

There is also a more conservative side to his thinking. Redwood has no illusions in constitutional reform of any kind. He thinks that the British parliamentary system in its present form is better than any other. He believes that, while there should be more local government, any introduction of regional government would be a threat to the central and must therefore be opposed.

On the current state of London, he observes: "The government has introduced a number of committees to take charge of various aspects of the city (transport, planning and development) and just three years ago would have been regarded as a private forum in London, will promote the metropolis as an international business, and inward investment." And that, he says, is enough: no more London Livingstones, no more central government involvement.

Redwood is also curiously sympathetic to the Labour party. This is not because of its policies, though he admits that those have evolved. It is because he believes it firmly in a two-party system. The Labour party must be kept going, and occasionally elected, if only to avoid the chaos of a hung parliament. Such chaos, he suggests, is manifest all over the European continent. At times, the Labour doctrine

is sound harsh. "In advanced western societies," he writes, "there will never be enough people to support, enough people from ethnic minorities, enough homeless, to forge a winning coalition from policies that try to deal with their specific interests. A winning coalition requires the vote of many who go to work on time, who pay their taxes, who save for their old age, who do not want the state to be too intrusive."

In all these statements, there is no reason to believe that the thoughts of John Redwood are much different from the thoughts of John Major. They are, after all, both youngish Conservatives and members of the same cabinet. Where they differ is in turning their backs completely on constitutional reform. They stand for a smaller parliament, for example. And it may begin to look like a move to ignore the role of the Liberal Democrats in the south of the country. The party is scarcely mentioned in the course of the book.

John Major and Redwood differ fundamentally, however, on Europe. Redwood is on the European Community in sneering, dismissive and arrogantly ignorant of the facts that brought the continent countries together. "The United Kingdom in the early 1970s," he claims, "thought it was entering a new era of free trade arrangements." Nobody who has read the Treaty of Rome could conceivably have thought any such thing. Since then, Redwood argues, the Community has consistently got in the way of British interests.

There are elections to the European parliament in June. The Conservative party will have to publish a manifesto. Cabinet ministers will have to campaign to try to prevent a significant loss of Tory seats. The previous European election was the first serious setback at the polls suffered by Margaret Thatcher. For the present prime minister, it could be worse. What is John Redwood going to say in the campaign, and John Major too, to that?

Malcolm Rutherford

It is pity anyone trying to make up his mind about the state of the British economy after every few days. The industrial production index published on Monday looked like "boom, boom, boom". Then the December retail sales published yesterday were judged to be "disappointing". This has instant judgement restarted misguided speculation on base-rate cuts, which served the government's purpose as they took a little bit of the breath out of the upward movement in sterling.

Some readers may remember my "Teenagers' Guides" to key indicators. Their main purpose was to provide a do-it-yourself guide in interested readers. The first clue is the familiar Whitehall warning not to rely on a single month's figures on their own - which does not mean ignoring them, but seeing what they have in common with previous trends. Another clue is to look together indicators on related subjects.

Most important, one has to be aware of the way in which the data is collected and of the way it is presented. An example is North Sea oil. This is a genuine part of UK output and not the mirage that the more puritanical Conservatives suppose. But it just so happens that oil output rose in a jerky manner as rigs are taken in and out of action. This has affected both the production index and the GDP.

I am not normally accused of partiality towards manufacturing, but for the reasons the index of manufacturing output, which excludes energy, is a much better guide than the total index of production. For instance, the production index increased at an annualised rate of almost 5 per cent in the three months to November. Manufacturing alone increased at an annualised rate of 1.5 per cent, and 1.8 per cent over the same period a year before. The last year saw somewhere in the 2.5 per cent range.

This caution will be especially necessary when the Central Statistical Office's flash estimate of fourth quarter GDP is published tomorrow. Search for the estimate excluding the North Sea sector, and show the door to any adviser or analyst who overlooks the distinction. The broad picture is already clear. It is of an economic recovery which has been in the doldrums since the election of Mr. Major. The Chancellor, says is no longer even patchy. Inflation remains subdued; the core rate, excluding excise duties as well as mortgage interest payments, has fallen certainly

## ECONOMIC VIEWPOINT

# The UK upturn is genuine, but...

By Samuel Brittan

fallen further.

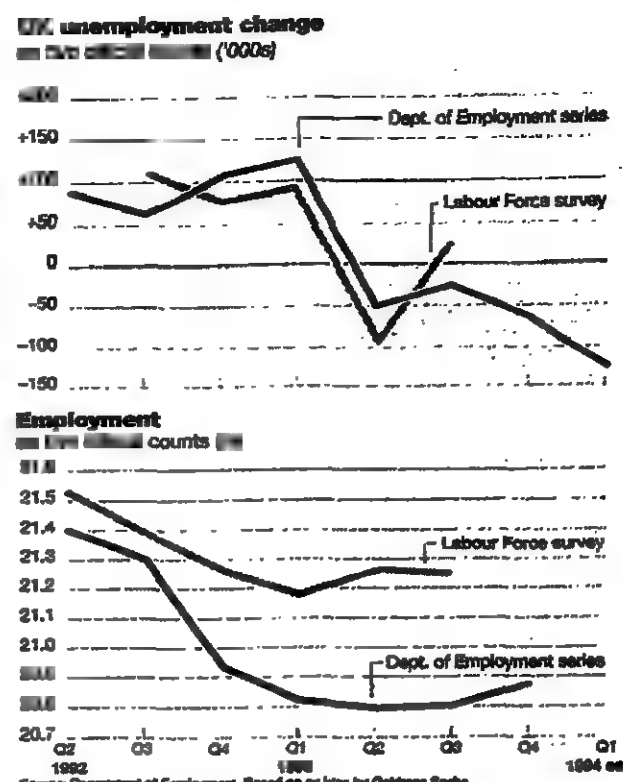
The big question is how far the delayed tax increases imposed in the two 1993 Budgets are going to depress consumer spending. The Treasury Committee rightly criticised the fiscal presentation of the last 1993 Budget as being peculiarly difficult to fathom.

The adjoining table is an attempt to fill the gaps by the Committee's advisers. Bill Martin, the Treasury's chief economist, says that the spending cuts, up to and including 1995, are due to lower unemployment and inflation. He previously projected rather more real reductions. But, even taking spending cuts at their face value, tax increases are overwhelmingly more important in the government's deficit reduction plan.

The Committee's report emphasises the severity of the tax increases by saying they were equivalent to a 7 per cent increase in the basic rate. Martin on the other hand, maintains that they are less than the increases in Geoffrey Howe's controversial 1981 Budget imposed at the trough of the earlier recession. The moral he draws is that the short-run impact of large budgetary shocks can easily be outweighed by other business cycle forces. This time Martin believes that the delayed impact of the post-exchange rate mechanism interest rate cuts will more than offset the fiscal contraction.

I make no apology for having opposed a large fiscal contraction when the recovery seemed modest. But having done so, I would be absurd for the authorities to counteract it by still further interest rate reductions, until the effects of the main direct tax cuts can be seen in the coming financial year.

A much more controversial assertion of Martin is that the UK is little, if any, excess capacity so that the room for high growth rates is small. He



believes that despite the fact that the UK is still a large industrialised nation and a potentially catastrophic balance of payments, the advantages of large-scale increases or public spending cuts, combined with currency depreciation, are favourable opportunities. These matters are not merely uncertain, as he admits, but inherently unknowable. So let the government believe that despite the fact that the UK is still a large industrialised nation and a potentially catastrophic balance of payments, the advantages of large-scale increases or public spending cuts, combined with currency depreciation, are favourable opportunities.

Direct effect of Budget measures (% of GDP)	1993	1994	1995	1996
Lamont	0.1	1.0	1.4	1.5
Clarke	0.1	0.8	1.2	1.2
Total	0.1	1.8	2.6	2.7
Tax	0.1	1.3	2.1	2.1
Expenditure cut	0.1	0.5	0.5	0.6

\* Excluding debt interest saving to ensure comparability with Martin Budget figures. Includes of elected debt interest saving, total fiscal package by 1996 is worth 3.0 % of GDP. Source: Treasury and Martin

count, it is impossible to be sure what produced the fall in the latter. Evidence in 1993 up to last summer showed that there was a net increase in jobs and not just a marginal one of the labour force registered as available for work.

Economic observers without political points to make have a special concern. It is unusual to have either a drop in unemployment or a rise in employment early in what is billed as a moderate upturn. David Walton of Goldman Sachs suggests that half of the difference compared with 1980s represents a slower demographic growth of the labour force, leaving the other half still to explain. The most favourable interpretation is that the upturn is more vigorous than the official figures so far suggest. In that case, and if it continued, the recovery would be more of Martin's further tightening. The most unfavourable interpretation is that productivity growth is already slowing down strongly.

The truth may be somewhere in between. The recovery is probably sharper than the official figures, but the increase in productivity may be more modest. The rise in employment up to last summer is more than accounted for by the increase in part-time jobs, most of which went to women. These jobs should not be scoffed at as second-rate or unproductive. Only 10 per cent of respondents to the LFS that they took these jobs for lack of a full-time one. But their spread does suggest that inflationary pressures in the labour market are much less than the headline unemployment figures suggest.

Bottlenecks in the present upturn are indeed more likely to arise from the capacity than the labour side. Unfortunately most studies of capacity relate to manufacturing, which is less than a quarter of the total economy. Capacity in the rest of the economy is much more elusive, as exchanges between officials and the Treasury Committee bring out, and no one has even really tried to measure it.

Taking both exchange rate factors and the domestic market into account, the case for either loosening or tightening of policy now. But the stance and the mix could need to be changed as the year goes on. Acting in time may be confused with the sin of fine-tuning.

## LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

071 594 1111. Letters transmitted should be clearly typed and not hand written. Please fax if finest resolution

### Alarming view of past events

From Mr Andrew Stuttaford.  
Sir, In your article "Return to the Family" (January 14) Holberton quotes Mr Tsang, chairman of a "pro-Beijing" grouping within Hong Kong, describing his visit to China, an event that took place in 1991. "It was love at first sight," he said to older people and to younger ones like me. They were all inspired by some higher goals that were simply lacking in Hong Kong. It is perhaps worth recalling that 1992 saw the beginning of the cultural revolution. People say well have been inspired by Mao's contrived fanaticism, but the visible "higher goals" were the persecution and slaughter of imaginary "class enemies". Mr Tsang's enthusiastic might, perhaps, have been understandable in an over-excited 19-year-old. The fact that, nearly 30 years later, he was without apparent remorse, and by implication even those feelings is repellent. Given that Mr Tsang is presumably achieve some power in post-1997 Hong Kong, it is also highly alarming, at least for those who may be unfortunate enough to live under him.

Andrew Stuttaford, 245 Park Avenue, New York, NY 10167, US

### All just an illusion?

From Mr Richard Kevern.

Sir, Joe Rogaly appears to have left the FT and joined the Socialist Workers' Party ("It is a moral issue", January 18). Apparently all Anglo-American capitalism is good and is smashing everything and pouring scorn on professors and social workers.

Clearly, the failure of collectivism and the success of free market capitalism worldwide is an illusion foisted on us by the evil Thatcher and her cronies. Come back the 1970s, all is forgiven! Richard Kevern, 14 Wraybury Park Drive, Emsworth.

### Why it is right to link trade policy to labour standards

From Mr John Wyles.  
Sir, Your editorial, "Mr Clinton's trade agenda" (January 14), arguing that it is wrong to link trade policy to the observance of minimum labour standards, is the point. The Trades Union Congress has always been a strong supporter of agreements to ensure some of the worst abuses of workers' rights, including forced labour and cruel exploitation of children. With other national trade union organisations, in industrialised and developing countries alike, we want to eliminate appalling situations such as those which prevail, for example, in China, where in four separate factories in the last two months more than 220 workers have been killed in fire and explosions. Where such abuses are linked to trade, it is reasonable to use trade instruments to address them and we would be asking anything more than we have already asked ourselves to through their membership of the International Labour Organisation. Your editorial is right to say that this would not eliminate

the competitive threat posed by cheap labour standards. But it is not the point. Rather, it is about encouraging a positive improvement in employment conditions in the exporting countries. As a consequence, it would also help to distribute the benefits of trade more fairly within the countries themselves, ultimately benefiting their own growth and the expansion of world trade generally. If there is a danger that a social clause could be used as an excuse for protectionism, as your editorial suggests, then it arises for each country or group of countries acting on its own. The correct way of avoiding the protectionist danger would be to reach agreement on a multilateral basis, through the General Agreement on Tariffs and Trade machinery which includes the developing countries, rather than to ignore the problem altogether. John Wyles, general secretary, Trades Union Congress, Congress House, Great Russell Street, London WC1B 3LS

### A desirable reform

From Mr John Wyles.

Sir, Why would it be "unthinkable" for member states of the European Community to have their own treasuries? Mr Terry Wynn MEP (Letters, January 18) says that a more realistic "realist" would be to "re-nationalise" the Common Agricultural Policy. On the one hand, it could be part of a highly desirable reform which other main areas would be a steady reduction in EU farm prices until they are in line with world prices.

The impact of the CAP - mainly those operating small, barely profitable holdings - would be a social problem requiring radical policies to be introduced by member states. Why should the EU embrace Mr Wynn's idea of one-off transferable funds to compensate farmers when it would never dream of doing so

benefit any other victims of industrial restructuring? The CAP is not an environmental objective in agriculture and no longer being served by the CAP. If it were left to member governments, subsidiarity would be made flesh and national democracies strengthened. Responsibility for agricultural trade would remain with the Union, as would the application of competition policy. The EU would become a good world citizen, surplus would disappear, environmental damage be much reduced, a number of rows between member states eliminated and a major reform removed to membership of the Union for central and eastern European countries. John Wyles, European Communications, 75 Avenue des Nerviers, Bte 1, 11500 Brussels, Belgium

### Beyond the short term

From Mr David Howell MP.

Sir, In your editorial, "The case for lower rates" (January 13), you come quite close to suggesting that short-term interest rates should be set for short-term political purposes. Surely we have moved on from all that. My understanding is that short-term rate changes are now determined predominantly by the monetary authority - and a good thing too. These decisions should be de-politicised as much as possible, although the break can never be complete.

Ultimately, as your editorial rightly concludes, the answer is greater bank independence of the Bank of England. In the meantime, I hope that the task of adjusting interest rates in response to political flows and eddies is buried, as it should have been long ago. David Howell, House of Commons, Westminster, London SW1A 2AA

### Warranty issue to be considered

From Mr Dermot Hill.

Sir, Your report headed "OFT to probe issue of electrical warranties" (January 12) is premature and misleading.

The director-general of fair trading has been asked by government ministers to consider whether the practice of some retailers of promoting their own extended warranty schemes is in breach of the Restrictive Trade Practices Act. This was alleged in a written parliamentary question by Mr Nigel Griffiths MP.

The Office of Fair Trading is therefore considering the issue and the director-general will reach a conclusion in due course. Your report that we are making inquiries with a view to launching an investigation pre-empting the OFT's position which is to determine whether or not an investigation is necessary. Dermot Hill, head of information, Office of Fair Trading, Field House, 15-25 Broad's Buildings, London EC1A 1PR

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## FINANCIAL TIMES

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Thursday January 20 1994

## First blood in red tape war

Red tape is like jungle undergrowth. From time to time, politicians back it back in their frustration. But as soon as their attention is distracted, the red tape creeps back again.

The British government yesterday announced measures, including a deregulation bill, designed to put its campaign against red tape on a permanent footing. Not only have ministers drawn up a list of regulations to be scrapped. Procedures are to be adopted to stop regulation creeping back.

Cutting red tape is important if business is to be free to focus on wealth creation. Small businesses, in particular, find constant form-filling saps their energy and slows down their running times.

Much of the blame for over-regulation has been attributed to Brussels. But Whitehall is as big a culprit, often elaborating European directives with a host of national prescriptions. There is also a tendency to respond to the latest scandal or disaster by drawing up regulations without thinking costs. The result is that, though the Tories have promised to cut red tape since they came to power in 1979, regulation is more pervasive than ever.

The main political fight will come when ministers address health and safety regulations. These were red-taped yesterday because the government is still waiting for conclusions over a Health and Safety Executive study. While ministers claim they are not deliberately ducking the issue, the absence of specific proposals in this area should certainly help to ease the pressure of the legislation.

Though the government has taken a welcome first step in its deregulation initiative, there is no guarantee of success. The challenge will be to maintain momentum.

also a deregulation bill under Mr Francis Maude, the former junior minister, in drive initiative forward.

The most controversial measure is undoubtedly the proposed Henry VIII power. The government has sought to limit criticism that it is seeking to rule by decree by building in safeguards over how this power will be used. But a regulation is scrapped, there will be public consultation, a breathing space of 30 days and a review of all regulations in both Houses of Parliament. While this procedure will be the sting in the tail of criticism that ministers are behaving undemocratically, it may be too late to ensure accountability. For example, a new committee or standing committee for deregulation could be established to scrutinise ministerial proposals in detail.

By contrast, the government's list of regulations to be scrapped is not that controversial. Some of the most useful, such as the promise to scrap compulsory audits for companies with a turnover of under £80,000, have already been announced. Other proposals, such as that permitting small firms to open on Sundays, are small beer.

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## Old thinking

In December 1992 Mr Andrei Kozyrev, the Russian foreign minister, stunned the world with a heretical nationalist speech. He renounced previous pro-western policies, demanded an end to the arms embargo on Serbia, and accused western countries of planning to strengthen their military presence in the Baltic and other regions "on the territory of the former Soviet Union".

Forty-five minutes later he announced that it had all been a hoax, intended to warn the west what sort of foreign policy it could expect if President Boris Yeltsin were to fall. Neither Mr Yeltsin nor I myself, as minister for foreign affairs, would ever agree with what I read out in my previous statement," he added.

Not everyone saw the joke at the time, and it has become steadily less amusing since. The Mr Kozyrev who is still foreign

minister in Moscow more like the "hoax" than the "real" Mr Kozyrev. He has been reported to have withdrawn, on Tuesday, from regions "which have been in the sphere of Russian influence for centuries".

Both main Russian news agencies reported this statement as including the Baltic states, which would have directly threatened NATO given to President Bill Clinton by Mr Yeltsin last week. Let us hope the agencies were mistaken. Mr Kozyrev's speech yesterday, in the language of the blithe assumption that Russian interests must prevail over the wishes of neighbouring states, which Russia has recognised as sovereign. If Mr Kozyrev wanted to put the case for an enlarged Nato, with guarantees in return that it would not threaten Russia, he could hardly have done it better.

## Strife in Mexico

The new year rebellion in southern Mexico has subsided for the moment, but the aftermaths will reverberate beyond presidential elections due in August. Unless Mexican leaders reach the right conclusions about their authoritarian political system, the remarkable economic progress they have made in recent years will be in jeopardy.

It is no accident that the uprising against the ruling Institutional Revolutionary Party regularly polls 90 per cent of electoral votes. The conditions that led to the crisis in Chiapas are in a greater or lesser extent present in the rest of Mexico. Wherever Mr Salinas' economic reform, much of Mexico's public administration remains arrogant, corrupt and unresponsive to popular needs. What is more, the rights of indigenous peoples against the excesses of government, the police or the military, the legal system is arbitrary, inefficient and under the government's thumb.

Mr Salinas has tried to draw a line between the political and economic reforms. He has tried to fend off the National Assembly, thus balancing the executive's thumb by making himself "democratically accountable" to the legislature. But who would have thought that the National Assembly would have been so central to the bank's transformation? Is it not taking independence a little too literally?

Apparently it was just unfortunate that, owing to the assembly's crowded calendar, the president had to wait until his February 2 appearance before the National Assembly. Still, yesterday's assembly was in Mexico cannot but reinforce the unfortunate impression of Germany's out and dominance in European monetary policy.

But Mr Salinas and his designated candidate for the presidential elections, Mr Luis Donaldo Colosio, used to draw from fundamentalist from the uprising. The conditions that led to the crisis in Chiapas are in a greater or lesser extent present in the rest of Mexico. Wherever Mr Salinas' economic reform, much of Mexico's public administration remains arrogant, corrupt and unresponsive to popular needs. What is more, the rights of indigenous peoples against the excesses of government, the police or the military, the legal system is arbitrary, inefficient and under the government's thumb.

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If the acceptance of Bobby Ray Inman's acceptance last month of President Bill Clinton's nomination to run the defence department was peculiar (he arrogantly had to be told to "comfort level" with the president and then graciously accepted the nomination for George Bush), then his performance on Tuesday explaining why he was withdrawing the nomination was downright bizarre.

But sometimes messengers do come in strange forms. And in the near-paranoid rationale that Mr Inman gave - accusing the media and politicians alike of a "modern McCarthyism" and saying that he was unwilling to accept the "garbage" of scrutiny that was being heaped on him - there may be found some truth that ought to trouble both the president and the Washington establishment.

Among them are the chronic problems the administration has in making appointments, especially in the foreign and security fields, the extent to which the nomination of an individual's private life can be used as a disqualification for government service; and the curious phenomenon that the president's snake-bitten, unable to string together for more than a few words a confidence-building speech, is being stuck in a poisonous new controversy or another.

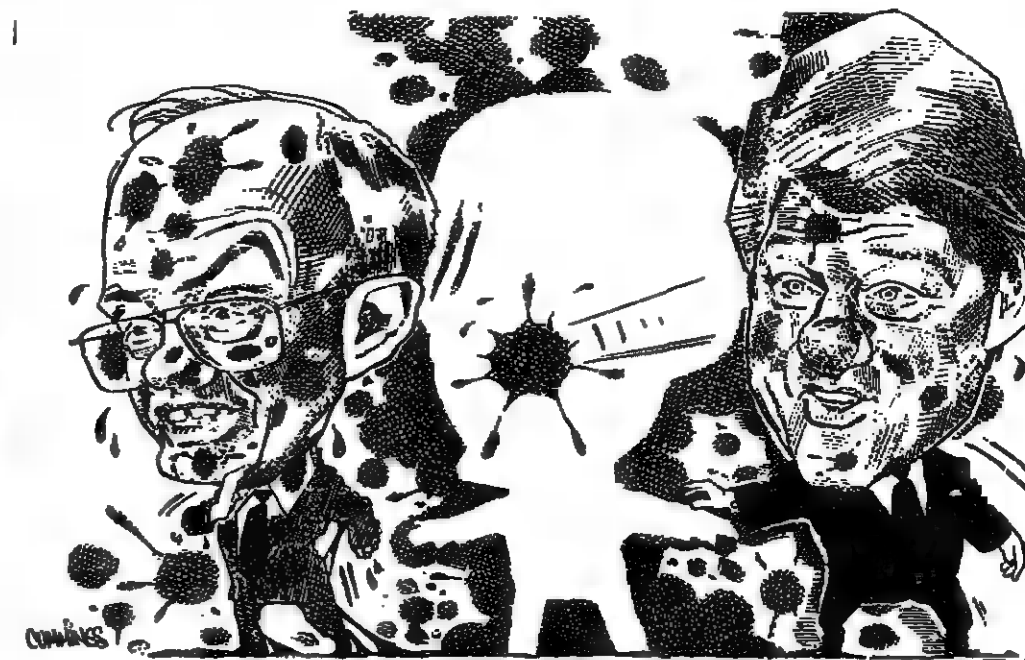
The basic immediate problem is Mr Clinton's "comfort level" with the military establishment, awaiting a third secretary of defence in a year. This is, after all, a president who never served in uniform and who opposed the war in Vietnam. But he has already asked much of his military - to end his own on homosexuals, to cut the budget and bases, to realign the structure, to serve in Somalia, to spot not always with clear direction, as in Somalia, and to cohabit, in Nato's Partnership for Peace, with the former Soviet Union.

Mr Aspin, the outgoing secretary, thought and thought up implementing these policies. Mr Inman, a senior of the Navy, the CIA and the shadowy Washington intelligence community, was almost universally seen as the perfect solution. Even though he had been out of government since 1983, he was always breezing into the capital from Texas, keeping his many admirers alive. A less than glittering business career, including a liaison with James Guerin's International Signals and Controls, was a minor matter in the eyes of Congress, because it thought it knew him.

Yet the truth seems to be that the Clinton team's knowledge of Mr Inman was limited to his name and reputation. Perhaps the president was so proud

## Mud-flinging finds vulnerable targets

The withdrawal of Clinton's defence secretary nominee highlights White House troubles, says Jurek Martin



of his own persuasive abilities, warning signals when the two men had talked about the job. But perhaps the admiral never revealed what he said on Tuesday: that he had lost his enthusiasm for military service and, in any case, had reservations about the extent of his role in the defence budget.

Whatever the reality, Mr Clinton ended up with the means of his choice: having nominated a man who would have been a disaster in office, he had no choice but to accept his extraordinary second thoughts about taking the position at all. Presidents are not supposed to get themselves into this sort of bind.

As it now stands, the civilian command at the Pentagon is in the array. The Aspin team, never fully complete anyway, expected to be dismembered by Mr Inman and one of them, Mr Halperin, nominated last November, was a new post-keeping of human rights division had already fallen on his face. The military side, too, is under the new management of General John

kashvili, chairman of the joint chiefs. The ship is not happy, whether the men are wearing suits or uniforms.

The same is true, to a degree, of the state department, where prominent names have either quit or are hanging by a thread, like Tim Wirth. The former senator from Colorado was appointed to run a new division for global affairs, but his appointment is still held up by congressional conservatives, and Warren Christopher, secretary of state, is limited in the growing need to reorganise, preferring instead a department run by regional and deputy secretary-designate.

Second, the Inman affair highlights the appalling selection problems the Clinton administration has encountered, many of its own making. Ever since Ms Zoe Baird, the first woman to be attorney general, fell foul of Manynote's year ago, the White House has been running around in circles, trying to

including, as Mr Inman noted, memberships of the White House political correct. At the same time, it continued to focus on putting forward minority and women candidates for as many positions as possible.

The Inman affair is the background checks on prospective nominees and acquiring an intrusive, capable of discouraging those with thicker skin than Mr Inman. Worse, the White House personnel office, headed by Linda Lindzey, an old presidential friend, and through which appointments are made to the State Office, has been almost cruelly self-indulgent in allowing candidates to be set up without regard to any number of bitter enemies of Washington who will attest.

Additionally, conservative politicians and their allies, copying the tactics of their liberal counterparts in the Reagan-Bush presidencies, have relentlessly pursued them they dislike. Like Mr Halperin, Mr Clinton's nominee for justice department's civil rights division, in the process, they have discovered that the

rent is not always prepared to fight for it on board. Thus, as it is its second year, barely half of the nearly 1,000 senior jobs subject to Senate confirmation have been actually filled, a sorry record that the administration's reputation in the capital no good.

Third, Mr Inman's assault on the press, specifically the New York Times and William Safire, a columnist, suggests that of two things: that he could not stand the heat of criticism - on the basis of his press conference an entirely reasonable conclusion and an indictment of the president for picking him for such an important position; or that media headhunting has lost all sense of proportion, which is at least arguable.

Mr Inman did not exactly help his own cause by saying he believed there was an unholy conspiracy between Senator Bob Dole, the Republican leader, and Mr Safire, whereby the politician would be troubled by his nomination and the columnist would be after the White House affair, the tangled skein of the Clintons' Arkansas real estate venture.

But their natural denial of any such complicity cannot disguise the fact that relations between the media, particularly the White House press corps, and the president are still sour, and made no better in Europe last week by Mr Clinton's refusal to answer Whitewater questions. The White House media charm offensive, including remarkable access to the president's table and private movie theatre, has not succeeded, but perhaps it could have in the current media mood. The tenor of much of its coverage of his European tour was reflexively critical, and if many reporters have doubts about the seriousness of Whitewater they now almost duty-bound to pursue this classic White House chase.

This hostility still does not approach the current UK level, perhaps because Mr Clinton's poll standings are more than twice as high as John Major's. But praising the president in a singularly nasty week in the Washington Post and a New Yorker magazine writer for producing "cream puffs" about the president's first year.

Mr Clinton may console himself that he is well rid of the bizarre Bobby Ray Inman, but he is still left with a problem. He may have no alternative but to follow the practice of Capt Reginald in *Casablanca*, round up the usual suspects and hope that one of them actually wants the job. It is not a good way to start a second year in office.

## Why the west must plug Russia's gap

In spite of the soothing voices of the experts, it is time to start talking about Russia. There is still time to stop the fascists from taking power. But if they do, the very least, have to be an extremely expensive policy of containment. Just as a botched war in the first world war led to the second, a botched war after the cold war will lead to a second cold war, unless Russia's transition to a reasonably progressive and stable society is managed successfully.

It is thus of vital western strategic interest to help Russians achieve this transition. The first thing to be done is to take western management of the transition out of the hands of the International Monetary Fund and the World Bank. The international financial organisations can continue providing technical support for the reforms, but the key decisions must be political - it is unfair

to ask international bureaucrats, however talented, to make decisions requiring them to bend, if not violate, the operating procedures of their institutions.

Aid for Russia is politically undervalued, and there should be little pressure to reduce it. It should be a large scale, of the order of \$30bn a year for about five years, so that Russian voters will be clear that, if they vote in a fascist or nationalist communist government, they will lose this aid and cause themselves significant economic loss. The aid should be in the form of grants - to avoid national debt claims that Russia could improve its situation by repudiating its debt. Finally, it should be carefully politically targeted.

The west as a whole can afford such expenditure, which amounts to some 7 per cent of total western defence expenditure, or one-fifth of 1 per cent of total western domestic product. It works out at about \$50 (\$200) per person a year.

It is not true that such aid can make no difference to the situation in Russia. At the current exchange rate, \$30bn would increase Russia's GDP by some 12 per cent. Russian

healthcare expenditure about 3 per cent of GDP, while remaining social expenditure accounts for about 9 per cent.

A priority must be to improve the living standards of Russia's officer class, to reduce massively for Vladimir Zhirinovskiy, the ultra-nationalist Liberal Democrat leader. Every married officer should

It is of the most vital western strategic interest to help the Russians achieve a transition

guaranteed a flat within five years. At present there are some of full colonels with families living in squalid two-room accommodation inside hospitals. With 250,000 commissioned officers in the army, the programme would cost less than \$10bn.

A second vital western interest is to reduce the danger of conflict on Russia's borders. This requires the economic, though not military,

strengthening of Ukraine. The economic situation there is worse than in Russia, and economic and political collapse, which could suck in even a moderate Russian government, is a present danger. Ukraine needs to need \$7.5bn worth of Russian oil and gas a year. Financing much of this would strengthen Ukraine and help its economy. A similar situation, though on a smaller scale, holds in the Baltics.

The most important thing is to control Russia's inflation. For political reasons, though, the west has achieved with less structural change at the beginning of the state than occurred in central Europe. Inflation must be controlled, because it is a political liability for the incumbent government. Since prices do not rise uniformly, large changes in relative prices and incomes cause social anxiety. High inflation is a big reason for the large vote for the authoritarianism in Russia. Moreover, it is unimaginable that the kind of investment in new industry which Russia needs if the economy is to

improve will be forthcoming in such a chaotic environment.

Unfortunately, Russia cannot learn to live with inflation through widespread indexation, as some other countries have, because of the huge amount of expenditure financed by the inflation (the cost of inflation to those holding money). This is some 10 per cent of GDP. Widespread indexation would eliminate the tax of the inflation tax, accelerating inflation to astronomical levels.

The solution is for western aid to fill the gap. Only in this way can Russia achieve the political and economic reduction in inflation while avoiding the politically perilous structural shock which would otherwise result from the required massive cutting of subsidies to state enterprises.

Jacek Rostowski

The author is lecturer in Russian and European economics, School of Slavonic and East European Studies, London University

## Bonndage and other vices

John Major, Trichet, and the newly independent state of France, the main reason of his plans to regularise the National Assembly, thus balancing the executive's thumb by making himself "democratically accountable" to the legislature. But who would have thought that the National Assembly would have been so central to the bank's transformation? Is it not taking independence a little too literally?

Apparently it was just unfortunate that, owing to the assembly's crowded calendar, the president had to wait until his February 2 appearance before the National Assembly. Still, yesterday's assembly was in Mexico cannot but reinforce the unfortunate impression of Germany's out and dominance in European monetary policy.

Credit where due

Sergio Stiglitz, chairman of Milan's soon to be privatised Banca Commerciale Italiana, has a ticklish task. Persuading cognoscenti in the prestigious world

relatively simple, he reckons. But it is a tougher challenge, thanks to the disconcerting acronym similarity: BCI and BCCI, the ill-fated Bank of Commerce International.

"Whenever I see George at the Bank of England, he always says 'little joke', says Stiglitz. "BCI - that's right, you're the one with only one C."

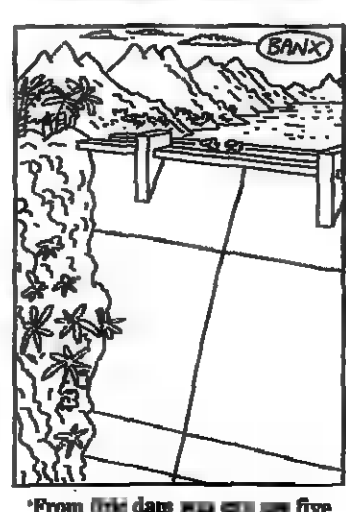
## Off the record

It is John Major's holding another of his hush-hush fundraising dinners at Downing Street tonight for 15 or so heavy hitters of the business world. Let's hope, for the prime minister's sake, that it's a more profitable affair than his recent so-called private dinner for Gus O'Donnell, the prime minister's outgoing press secretary. Presumably, guests not only will keep their mouths shut but they will be required to open their cheque books after a decent interval, of course.

## Basic instinct

Meanwhile, John Major's slogans are confusing British MPs no end, but their continental counterparts retain clearer heads. Wolfgang Schäuble, the wheelchair-bound but highly combative parliamentary leader of Germany's Christian Democrats, is

## OBSERVER



"From this date you can see five military installations"

was talking about ways to counter a general election with politics. He lauded the tradition of national solidarity, traditional values and institutions.

So this back to basics à la Major, a British journalist wanted to know. "I can assure you that my marital relations are perfectly stable," came the speedy riposte.

## Lankester bomber

Top civil servants don't normally like to rile their prime ministers, but then Mr Tim Lankester is hardly a conventional bureaucrat. As head of Britain's Overseas

Development Administration, Lankester has thumbed a nose at Mr Major by saying British taxpayers' money was wasted on Malaysia's Pergau dam project. Lankester has long had the habit of giving a straight answer to a straight question, which endeared him both to Jim Callaghan and Margaret Thatcher when he was their private secretary.

He has been with third world affairs since his seven-year stint as a World Bank economist. An interest in development economics was sparked off by Arthur Lewis at the University of the West Indies during a spell as a USA lecturer in Belize. On returning home 30 years later, Lankester was delighted to find that two British pupils were now governor of the central bank and permanent secretary of the Treasury ministry.

The end of January saw him moving to the congenial waters, as permanent secretary at the Department of Education, where his role is to help the neck of education secretary John Patten. Time for more straight talking?

## Better late

Sir Tim Lankester's straight-talking is stuff compared with the usual outburst by David Marshall, just 15 years in Singapore 15 years in Singapore's ambassador in Paris. Singapore-born Marshall is

unimpressed by modern Singapore and its ruling Peoples Action Party (PAP). His latest verdict is that censorship is worse, broader and more strict than any time under British rule. He should know; he was chief minister of the first local government, formed under the British colonial administration.

He berated Lee Kuan Yew, former prime minister of the island republic, for brushing aside public spiritedness and encouraging Singaporeans to worship the "golden calf" of financial gain. Lesser diplomats might have

away from such bluntness, especially in a disciplinary society like Singapore. But Marshall is a sprightly 60 and has probably given up hope of further diplomatic advancement.

## Risky business

Dashiell Hammett is spinning in his grave. Preventing Homicide in the Workplace, published by the National Institute for Occupational Safety and Health, has demolished the myth that being a gunshoe is the world's most dangerous profession. Taxi drivers run the greatest risk of being murdered at work. The average annual murder rate in the UK is 27 in 100,000, but in the taxi trade it is 100,000. The next most perilous jobs were liquor store workers, followed by petrol station attendants. Private detectives came a rather tame fourth.



## UK carrier calls on Brussels to force the repayment of \$254m BA attacks Air France 'subsidy'

By Paul Betts,  
Aerospace Correspondent

British Airways yesterday launched a vigorous attack on Air France as it urged the European Commission to force the French state-owned carrier to repay a \$254m (£155m) capital injection, saying it constituted a subsidy in contravention of the Treaty of Rome.

The UK airline's attack came as an EU commission is due to recommend a policy on state aid to all European national airlines, some of which are receiving support from their governments.

BA and the UK government have campaigned against state aid to financially

troubled European carriers, which they argue are severely distorting the European airline market.

BA's objection to the Air France refinancing package now before the EU Commission approval for state aid to the French carrier is that it is a subsidy, with the remainder raised on the French financial market.

Mr David Holmes, BA's head of government and industry affairs, said the current £1.5bn aid package "was a commercial investment: it was state aid which was not given because of the Treaty of Rome and should be given back".

He added that Air France's "financial salvation" should lie in its own hands and not through state handouts "that are unfairly

issued under normal market conditions."

It also stated that the earlier £1.5bn aid had received earlier restructuring at Air France, BA said in a statement that there was no evidence of any such restructuring taking place.

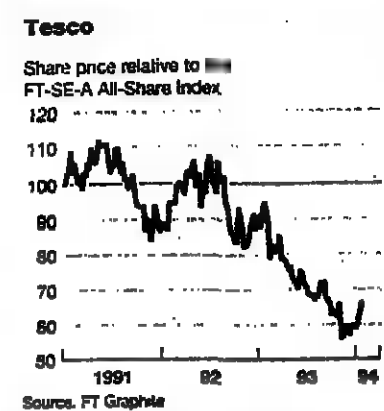
"Air France's capacity continued to increase, its total workforce remained practically unchanged, its investment policy focused almost entirely on expanding its fleet through the acquisition of new aircraft..." BA said.

The UK carrier added that other European airlines had realigned themselves without the benefit of financial support and that Air France should do the same.

## Tesco's choice cuts

THE LEX COLUMN

FT-SE Index: 3475.1 (+38.1)



Given that the market had already discounted Tesco's values, the food retailer's move to depreciate its land and buildings comes as a belated recognition of reality. Tesco should have made the changes long ago. Still, choosing the precise depreciation rate to apply to a superstore site is a tricky problem, given that none have useful life. Tesco has been reassuringly conservative in implying that the average price paid for its land is twice the alternative value.

This realism is welcome. But Tesco scarcely makes the shares more attractive, despite the promises of scaled back capital expenditure and higher income growth. Having extracted \$572m from shareholders three years ago, Tesco will now try to slip the cash back through higher dividends. Given the shares have underperformed the market by 30 per cent since the fund-raising, that seems a sensible thing to do. Tesco can afford to pay dividends faster than earnings. But earnings are likely to be nowhere. So unless pressures in the grocery market ease or inflation eases with a vengeance, Tesco's shares will continue to be a disappointment.

J. Sainsbury's response will be interesting. It may be tempted to exploit its market leadership and accelerate its store opening programme. Sites will be cheaper and the attrition rate will be lower. Sainsbury faces the same competitive challenges as the rest of the industry. It, too, will come under pressure to modify fair-weather accounting policies, and may well depreciate its land and buildings.

### UK economy

It is strange that the UK equity market should get into such a better mood yesterday's economic figures. Retail sales last month were certainly poorer than suggested by either the CBI or retailers' gossip. But annual sales growth is still running at 4 per cent in volume terms. That is unlikely to drive the chancellor to an early interest rate cut, at least while other economic indicators are pointing in the right direction. The December figures should anyway be taken cautiously, since Christmas poses particular problems for the Central Statistical Office, as the large revision to the 1992 data confirms.

Reassuring news on inflation might leave the chancellor with more room to cut rates. Underlying inflation

of this, it could also undermine the existing stock lenders which serve both the gilt and equity markets. That would have knock-on consequences on a scale which would make the Bank's move whether wholesale reform of that kind was worth the candle.

The Bank's inelegant but practical half-way house is to add medium-term gilt repurchases to the existing bill operations. This may hold the line for some time. This means that the Bank will continue to signal interest rate changes in the same way as before.

Nor will the fact that a new has recently been completed deter the Bank from changing policy, as some would argue. After all, an interest rate was completed the day before the last interest rate cut. Volatility may also persist given that monetary banks will still be able to throw their weight about. So a full switch to gilt repurchases may yet be needed to iron out the historical quirks of the money market.

### Intel

Intel is getting into the habit of releasing results with an unsettling equity market. Yesterday's fall in the shares following the release of full-year figures was as great as the correction which greeted the third-quarter results in October. Slightly lower than anticipated earnings - a result of unexpected financing costs related to a new plant in Ireland - was the immediate cause. But it is a measure of the high expectations of Intel's growth prospects that even minor disappointments can cause such an upset.

The immediate question is whether Intel can sell enough of its new Pentium microprocessors to justify the sunk costs in research and development. The company's comment yesterday that shipments are running to schedule is comforting. With capital spending running at \$1.5bn a year, though, Intel chips need to take around 15 per cent of the world personal computer market this year if Intel is to make a decent return on that investment. Competition in the past generation of chips from AMD make it all the more important for Intel to have the market forward, particularly with IBM likely to enter the market before long. While Intel's shares have outperformed the US market by 80 per cent over the last 18 months, the long term challenges in the market are only starting to gain momentum.

## Elf sell-off

Continued from Page 1

offered on preferential terms to employees and former employees of Elf and its subsidiaries.

In the face of intense demand, which occurred in the privatisation of Banque Nationale de Paris last October and Elf's Polynésie, the share price, in November, fell to a low of 100 francs. In the meantime, the number of shares with a view to institutional investors may also be increased, by up to 30 per cent, by the acquisition of shares from Elf, the state holding company.

The French government intends to retain, through Elf, about 13 per cent of Elf's shares and this will be a placement of shares with a group of long-term institutional investors. This group, known as a *regime d'investissement*, will hold about 10 per cent of Elf's shares and is designed to protect the privatised group from predators and ensure management stability.

Applications to participate in the group of new investors will close on Monday, but the members are expected to include French industrial and financial groups such as Renault and Union des Assurances de Paris.

## Clinton

Continued from Page 1

Although severe damage is limited to the western and north-western parts of the city, it is nonetheless overwhelming. The Federal Emergency Management Agency said it expected to spend at least \$1bn on repairs. The California Transportation Department says repairs to freeways will cost at least \$1.5bn, an estimate that is expected to double or triple.

Whatever the cost, it will take time - probably years - to undo what the forces of nature accomplished in less than a minute. On Tuesday, crews began demolishing quake-torn overpasses on the Santa Monica and Ventura freeways. Working around the clock, they hope to clear down the freeways in about a week.

## Interest rate fever sweeps London's financial markets

By Peter Norman, Emma Tucker and Philip Coggan in London

Interest rate fever swept London's financial markets yesterday when news of lower than expected inflation revived hopes of a cut in base rates from 6.5 per cent.

Equities rallied and closed at new highs, led by shares in medium-sized companies. Frantic buying pushed the FT-SE 100 index up 3.4 per cent to 3475.1, the blue chip FT-SE 100 1 per cent.

Prices of government gilt-edged stock staged a strong advance of about 1 per cent. Sterling fell, dropping 1 1/2 pence to 1.64, as investors expected a slower rate of inflation might persuade the Chancellor, the chancellor of the exchequer, and the Bank of England to reverse their decision last week to hold interest rates.

Retail sales fell in volume by a

### Retail sales and inflation results revive hopes for base rate cut

seasonally adjusted 0.5 per cent last month, compared with 1.2 per cent in November. Although the Central Statistical Office said the year-on-year increase, at 4 per cent, was the highest since July, it was surprised the City which had been expecting a more robust set of figures from the buoyant Christmas sales.

Inflation hopes were further fuelled by yesterday's announcement of the retail prices index for December. Although the "headline" rate of inflation jumped in 1.9 per cent from 1.4 per cent in November, the rate was less than expected and meant that the Bank of England's full inflation target for 1994, of 2 per cent, was still a long way off.

At Westminster, the bill was immediately attacked by the opposition. It would give ministers to amend or repeal laws without primary legislation.

Downing Street officials admitted the measure - originally flagged as an important part of a legislative programme designed to unite the Conservative Party - would be "a difficult bill to get through". But they said the bill would be "a difficult bill to get through". But they said the bill would be "a difficult bill to get through".

## Attack on red tape targets hundreds of UK regulations

By Tony Jackson and David Owen in London

The UK government yesterday announced a sweeping attack on red tape, aimed at abolishing or changing 450 items of regulation. Areas to be targeted include shop opening hours, children in pubs, building society lending and the streamlining of the law on mergers. There will also be legislation to allow the contracting out of public services in areas where it is presently illegal.

Mr Michael Heseltine, trade and industry secretary, said the new deregulation and contracting out bill was "the most important piece of legislation that has taken place in modern times in this country". It would save industry "hundreds of millions of pounds,

at a very modest assumption", he said.

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The bill contains a requirement for ministers to lay 40 days before parliament a draft bill before parliament and submitting a final draft for parliamentary approval. The government

said this period would allow for additional parliamentary scrutiny. New scrutiny committees will be established in the Commons and the Lords to perform this task.

Mr Heseltine said there were 11 pieces of legislation that would be appropriate for the use of the new process. A further 22 would need primary legislation.

Mr Francis Maude, a junior foreign office minister, was looking his last at the bill election, has been appointed head of a deregulation taskforce to carry out the programme forward.

Government departments introducing legislation will have to consult two or three typical small firms about the effect.

Editorial Comment, Page 18

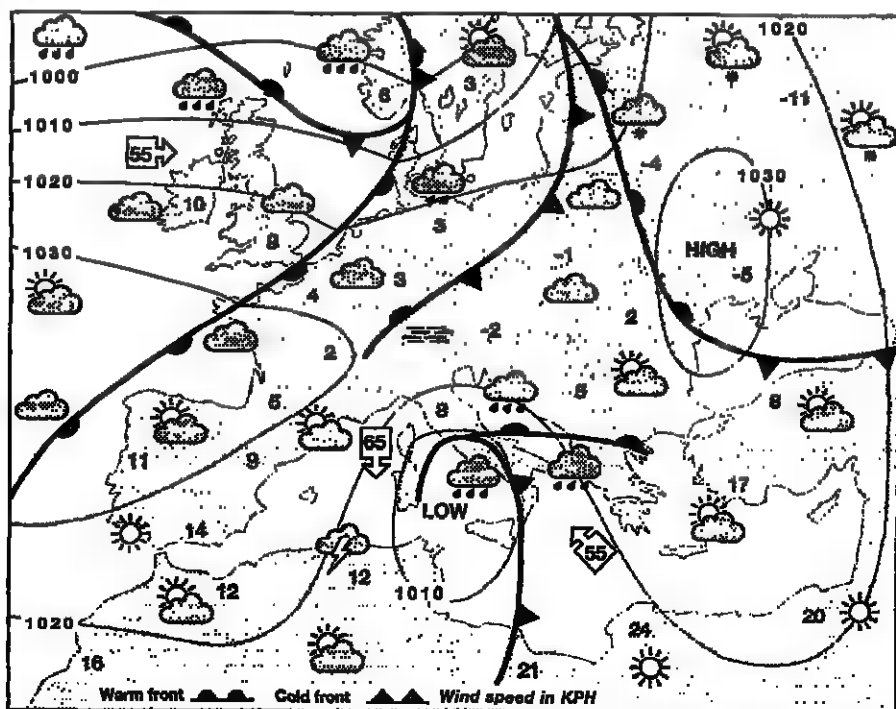
### WEATHER GUIDE

#### Europe today

Cloud and light snow will continue with heavy rain over Norway, parts of Finland. The British Isles will be cloudy with rain, especially along the coast. The Benelux and north-western France will be cloudy with light rain or drizzle. Central, eastern and southern France will have sunny periods with patches. The south coast of Spain and Portugal will be sunny with temperatures will stay low. The north coast of Turkey and the Black Sea will have sun and comfortable temperatures. Changeable conditions will be in Italy and the Balkans with heavy rain and snow in the north.

#### Five-day forecast

Rain and snow in Italy and the Balkans will move further east and will affect south-east Europe later. Spain, Portugal and Benelux will be mainly dry. The British Isles, Benelux and north-west France will be very changeable. Central and southern Europe will be mainly dry.



#### TODAY'S TEMPERATURES

Location	Temp	Location	Temp	Location	Temp	Location	Temp
Abu Dhabi	28	Belfast	8	Frankfurt	10	Madrid	15
Algiers	18	Belgrade	6	Geneva	5	Milan	12
Amsterdam	12	Berlin	6	Glasgow	10	Paris	10
Athens	15	Bombay	28	Hamburg	12	Rome	15
Bahia	28	Bombay	28	Heidelberg	11	S. Paulo	25
Bangkok	30	Bombay	28	Hong Kong	22	Singapore	28
Barcelona	18	Bombay	28	Kobe	15	Sydney	22
Beijing	-1	Bombay	28	Kuala Lumpur	28	Taipei	22
		Bombay	28	London	10	Tokyo	15
		Bombay	28	Luxembourg	10	Toronto	-12
		Bombay	28	Madrid	15	Vancouver	10
		Bombay	28	Moscow	5	Vienna	10
		Bombay	28	Nairobi	25	Warsaw	10
		Bombay	28	Osaka	15	Washington	10
		Bombay	28	Perth	15	Wellington	10
		Bombay	28	Rangoon	28	Zurich	10
		Bombay	28	Reykjavik	10		

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London Business School, Sussex Place, Regent's Park, London NW1

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## INTERNATIONAL COMPANIES AND FINANCE

## Globex eyes a Dublin challenge

The CBoT may join the Irish exchange, writes Tracy Corrigan

When Globex, the troubled global electronic futures exchange, attempts to relaunch itself later this year, it could face competition from an unlikely source: a new exchange development in Dublin's International Financial Services Centre.

So far, only Finex, the relatively small New York-based exchange, has taken steps in the Dublin Exchange Facility, which is due to open on April 15.

But the Chicago Board of Trade is one of a number of exchanges actively considering the Dublin option, and the Philadelphia Board of Trade and the Singapore Exchange are also involved in discussions.

The facility is "open" for American and Asian exchanges to service European customers," said Mr Paul Cronin of Ireland's Industrial Development Authority, which has backed the project.

The CBoT would be a notable catch for Dublin. The exchange is widely expected to drop out of Globex, when the

linkage between the system's three backers, Reuters, the Chicago Mercantile Exchange and the CBoT, is redrawn in April.

Dublin is a high-tech, electronic trading network which allows traders in other time zones to deal in futures outside normal exchange hours. But volume has been disappointing, prompting speculation about the concept of 24-hour electronic trading is flawed.

The Dublin idea is a different stab at the same problem of out-of-hours trading. But unlike Globex, the Dublin facility will simply replicate existing open-outcry trading arrangements, allowing pit trading in the European time zone with low overheads.

"We have a contractual agreement with Globex with Reuters, but come April, it is unlikely that we will be the [contract] requirement, and Reuters has the option to pull the plug," explains Mr Fred Grede, vice-president of administration at the CBoT.

"The board is aware of the fact that has been thinking

about other options."

He added that the Dublin development is "definitely an option - we believe, quite candidly, that open outcry has been a superior trading system. The concept is very appealing - the one issue in everyone's mind is the infrastructure in Dublin."

The CBoT is also considering linkages with other exchanges. All discussions with Liffe in London were abandoned, and talks with the Matif in Paris and the DTB, the German futures market, were preliminary.

Even with the greater array of products provided by the CBoT, there is no guarantee that a critical mass of trading could be achieved in Dublin. The question of whether traders really need to trade outside their own time zones given the global reach of most derivatives houses, applies to the Dublin project as well as to Globex.

But the Irish Industrial Development Authority has

ment with a 10 per cent tax rate for exchanges and member firms - so the venture promises to be a relatively cheap one for participants.

Trading permits for Finex Europe, the Dublin branch of Finex, are in the only \$10,000, and cheques have already started arriving - including one from Mr William O'Connor, the former chairman of the CBoT.

Finex is to expand into Europe in 1994, according to Mr Sean McNamara, an independent trader at CIG Management and a member of the Dublin facility. "We approached Liffe to join the system and they told us we were not invited," he said.

The exchange then decided a physical move to Europe would be a better option. Dublin "is a platform for us to access the European market place," says Mr McNamara. "We are not trying to build a Liffe or a CME; if we can do 100 contracts a day, 50-100 living and we will have a platform which will grow."

## Iberia goes ahead with \$500m injection for Argentine airline

By John Bertram in Buenos Aires

Iberia, Spain's national airline, will inject \$500m into the troubled Argentine airline.

However, Iberia, which owns 33 per cent of the airline, is not alone in the injection. The Argentine government, which still owns 33 per cent of the company, to contribute.

Mr Domingo Cavallo, economy minister, has said the government would not put any more money into Aerolineas after being forced to take back

100 per cent of the company in 1992 to prevent its collapse. Aerolineas had losses last year and revenues fell 14 per cent to \$795.1m. Officials blame much of its problems on poor management, and say the government will not overcome by injecting money.

Spanish and Argentine banks with close business relationships with Iberia have agreed to participate in the capital increase. However, one of these banks is the troubled Banesa with a 7.5 per cent stake.

The capital-raising exercise

will have to involve more local investors because Argentines must own a majority of Aerolineas for it to retain flag-carrier status. The airline has 10 per cent of its shares held by the employees' share ownership scheme, which holds 10 per cent of Aerolineas, and the pilots' union held 10 per cent.

Mr Juan Saez, Iberia executive vice-president, has warned that unless Aerolineas receives fresh capital it would face collapse. However, he said last week Iberia would be willing to sell its stake for \$500m, which was roughly what it paid for its share in the company at its privatisation in 1988.

## Sun Micro turns in 80% surge for quarter

By Martin Dickson in New York

Sun Microsystems, the market leader in computer workstations, reported an 80 per cent rise in second-quarter net income.

The company made \$43.8m, or 68 cents a share, up from \$24.1m, or 39 cents, a year before, on revenues up 6 per cent to \$1.13bn. The earnings were broadly in line with market expectations.

Mr Kevin Mella, chief financial officer, said: "Sun's successful new product offerings and the resulting strength in the high-end product line as well as our continued focus on management, helped increase gross margins from last year's level."

Bookings had grown to a new record.

For the six months, net income jumped to \$88.9m, or 82 cents a share, up from \$49.9m, or 45 cents, on revenues up 10 per cent to \$2.09bn.

The company also announced Mr Mella was to step down as chief financial officer and move to the east coast of the US for "personal reasons". He will be replaced by Mr Michael Lehman, corporate controller.

## McDonald's plans \$1bn buy-back

By Laurie Marano in Chicago

McDonald's Corporation, the international hamburger chain, plans to buy back \$1bn of common stock within the next three years, funded primarily by cash flow.

Since 1983, the company has bought back stock worth nearly \$2.2bn.

Mr Jack Greenberg, chief financial officer, said the repurchases would enhance shareholder returns, but would not affect the equity available to support growth worldwide.

McDonald's recently announced it would announce its global restaurant expansion, building 900 to 1,200 new stores annually, with about two-thirds outside the US.

It currently has 11,000 restaurants in 70 countries with nearly 80 per cent independently owned by local franchisees.

## Venezuelan brewer taken over

By Joseph Mann in Caracas

Universal Breweries, the majority shareholder of Brahma beer group, has taken over C.A. Cerveceria Nacional, Venezuela's second-largest beer producer.

Brahma, which will operate the Venezuelan beer maker, plans to launch new products in Venezuela and introduce its popular Brahma Chopp beer.

Details on the transaction were not disclosed.

Brahma's presence in Venezuela

is part of an international expansion programme, should provide strong competition to the local market, and Cervecera Regional, another producer.

The takeover is part of the Meridiano family, which Regional is part of the Cisneros group. Cervecera Nacional shares are listed on the Caracas stock exchange, but are not actively traded.

Both Brahma and Polar are

among the world's largest

brewers. Cervecera Nacional was once the leading Venezuelan beer producer but was overtaken by Polar in the 1970s. Nacional has 6 per cent of Venezuela's beer market and 34 per cent of the market for "malt", a non-alcoholic malt beverage. It also exports to the US.

While Venezuela is a relatively small market, with a population of 20m, beer is a big seller. Total output in 1992 was more than 72m litres, or 61 per cent of all alcoholic beverages sold.

## Tokyo forex trade at five-year low

By Erika Terazono in Tokyo

Trading on the Tokyo foreign exchange market dropped to a five-year low last week, raising doubts over the viability of Tokyo's role as the leading financial market in the far east.

Spot and swap volume traded through forex brokers last year fell 10 per cent compared with 1988, to \$5.968bn, the lowest level since 1983.

Trading volume has fallen steadily since the peak in 1988. Derivatives trading also declined. Big US and European houses, the leading participants, moved their operations to Hong Kong and Singapore as a result of high costs.

The deregulation by the ministry of finance, limiting the number of instruments traded in Tokyo, has also discouraged some traders. The ministry has yet to lift its ban

on forward rate agreements, originally expected last year.

Similar trends have occurred in the stock market, where investors trading the Nikkei stock futures index have shifted trade to Singapore.

The Japanese financial authorities need to make a concerted effort in making Tokyo a more attractive financial market, says Mr Kazuo Fujii, senior managing director of forex brokers Indica AP.

## Mexican finance group ahead

By Damien Fraser in Mexico City

Grupo Financiero Banamex-Accival (Banamex), Mexico's largest financial group, recorded a 35 per cent increase in total profits to 3.56bn pesos (\$1.16bn) last year, after a big increase in gains from money-market and equity trading.

Banamex's profits include 861m pesos of gains on securities trading. It

that adjusting for income tax and profit sharing, profits would be \$3.21bn, 31 per cent up on 1992.

Banamex subsidiaries' profits - which include the group's unutilised gains from securities trading - reached 3.83bn pesos last year, just 1 per cent more than last year. Banamex, the group's bank and largest subsidiary, reported net income of 2.17bn pesos last year, 2.5 per cent lower than 1992.

For the fourth quarter, Banamex

achieved profits, including unrealised securities gains, of 1.36bn pesos, 39 per cent up on the same period last year. Banamex achieved profits of 1.16bn pesos, compared with 1.11bn pesos in the same quarter last year.

It blamed Banamex's drop in profits on Mexico's weak economy last year, lack of liquidity and its aggressive increase in provisions for loan losses.

Last year Banamex provided 1.11bn pesos for loan losses.

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Notice of appointment of Administrative Receiver

A G BROOKER HEATING CONTRACTS LIMITED

Company name: A G Brooker Heating Contracts Limited. Registered number: 1310940. Trading name(s): A G Brooker Heating Contracts Limited. Nature of business: Plumbing and heating engineers. Trade classification: 27. Date of appointment of Administrative Receiver: 12 January 1994. Name of person appointing the Administrative Receiver: Lloyd Bank Plc. Administrative Receiver: E M Shires. Address: 70521 N J Voight office holder number 63591. Address: Coopers & Lybrand, PO Box 262, Orchard House, 10 Arden Place, Aldershot, Hants GU11 2PL.

## Invitation to tender for the internal audit service of SCAA

For details and a copy of the SCAA internal audit specification please write to Mr W J Scott Assistant Chief Executive, Finance/Personnel/IT, SCAA, Newcombe House, Notting Hill Gate, London, W11 3JB.

Applications to be received by 31st January 1994

**SCAA**  
Social Curriculum  
and Assessment  
Authority (SCCA)

This announcement appears as a matter of record only.

\$230,000,000



CASTLE HARLAN PARTNERS II, L.P.

in partnership with Management and Employees  
has acquired

**INDSPEC**  
Chemical Corporation

The undersigned assisted in the merger and financing negotiations,  
and acted as financial advisor to Castle Harlan Partners II, L.P.

CASTLE HARLAN, INC.

January 1994

New York

This announcement appears as a matter of record only.

\$70,000,000



CASTLE HARLAN PARTNERS II, L.P.

has acquired the controlling equity interest in

**MAG**  
AEROSPACE INDUSTRIES, INC.

The undersigned assisted in the merger and financing negotiations,  
and acted as financial advisor to Castle Harlan Partners II, L.P.

CASTLE HARLAN, INC.

January 1994

New York

This announcement appears as a matter of record only.

\$23,000,000



CASTLE HARLAN PARTNERS II, L.P.

in partnership with Management and Employees  
has acquired



smarte carte INC.

The undersigned assisted in the merger and financing negotiations,  
and acted as financial advisor to Castle Harlan Partners II, L.P.

CASTLE HARLAN, INC.

January 1994

New York







## Lower gold price helps cut income at Gengold

By Matthew Curran  
in Johannesburg

Gengold, the gold mining division of South Africa's Genor group, has turned in a 7 per cent decline in after-tax income to R108.2m (\$13.9m) in the December quarter, compared with R117.2m in the September period and R65.1m a year ago.

A combination of a lower gold price, depressed by outstanding low-priced forward sales contracts, and a small increase in working costs, dented a good operating performance from most of the group's 10 producing gold mines.

Total gold output was unchanged at 18.7 tonnes, but

the mines received an average price of R1,000 a kg, well below the R1,100 a kg paid in the previous quarter's period.

Mr Gary Maude, managing director, said all the group's forward positions would be unwound by May exposing the mines fully to the current gold price.

He said the "main performer" was the Helena which had recovered strongly after its mining operations were halted in 1992/3 in a bid to attempt to stay in business.

Increasingly efficient underground mining led to higher tonnage, grades and gold put in addition to trimmed working costs. After-

profit jumped to R11.7m from R5.91m.

The only news came from Buffelsfontein, the group's biggest gold producer, which Mr Maude said had only three-and-a-half years of ground reserves at current gold prices.

The mine's gold output would be boosted by the end of the year by a new retreatment project, which would tackle more than 50m tonnes of dump material and keep the mine's mills turning over until the year 2000.

Mr Maude said a decision on whether the R1.8bn developing Oryx mine should close or be able to raise R800m to see it to commissioning would be made in December.

## Japanese drug group licenses treatment

By Nikki Tait  
in Tokyo

Ajinomoto, the Japanese pharmaceuticals, chemicals and food additives company, yesterday signed an agreement with Sandoz to license a diabetes treatment to the Swiss drug group.

The move demonstrates the increasing productivity and sophistication of Japanese drugs research.

Sandoz will pay a licence fee of at least ¥100m, as well as royalties equivalent to 10 per cent of sales. The Basel-based group has acquired the rights to develop

## MIM posts A\$18m half-time loss

Nikki Tait in Sydney

MIM Holdings, the Queensland-based metals group, yesterday announced a loss of A\$18.5m (US\$12.8m) in the six months to September 12.

The first-half deficit compares with a surplus of A\$71.3m in the same period previous year, and was on the back of A\$996.4m against A\$1011.1m.

However, it came after items such as an abnormal loss of A\$17.8m relating to MIM's joint venture smelting operations in Germany and a A\$1.2m loss on foreign exchange.

Before these items, MIM posted a small A\$7.1m profit, compared with a A\$51.1m sur-

plus in the first half of 1993.

The company also saw a better performance in the second quarter, compared with the first. Net profit was A\$1.1m, compared with A\$1.4m in the first half.

Late in the quarter, it also noted an improvement in metal prices, albeit from very low levels.

MIM stressed that its continuing cost-reduction programme "remains firmly in place," and that it was continuing its review of assets and investments.

On specific projects, MIM said that production at the McArthur River zinc-lead-silver mining development remained on schedule for 1995, while a geological drilling programme had been completed on the

Ernest Henry deposit. "Preliminary results from the

indicate that a high-grade concentrate can be made with good metal recovery from the primary ores," MIM said.

Exploration activity remained focused on copper and gold, with expenditure in the first half totalling A\$38m.

Pasminco, the Australian zinc and lead producer, yesterday announced that group metal production fell during the first half of 1993-4, compared with the previous year.

Zinc production was down 11 per cent, due to the sale of the Avonmouth smelter in the UK to MIM Holdings and a scheduled shutdown of the Pasminco Metals-Sulphide.

down by 20 per cent and for zinc, by 22 per cent.

However, the group said that sales of zinc concentrate significantly year-on-year in the first half. Late in the quarter, it also noted an improvement in metal prices, albeit from very low levels.

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## Woolworths on course in Australia

Woolworths, the large Australian retailer which last year, said yesterday that it was on course to meet its prospectus target of A\$188.5m (US\$131m) in the year to June 30, writes Nikki Tait.

The reconfirmed forecast, subject to the results of the annual stocktake, came as the company reported sales of A\$1.8bn for the first half of the financial year, encompassing the important Christmas period.

This compared with sales of A\$1.48bn in the same period of the previous year.

Woolworths said that "like-for-like" sales had increased by 11.2 per cent, with each trading unit with the company posting sales improvements well in excess of the 2 per cent inflation rate. It added that it saw some signs of "sustained" economic recovery which bode well for the remaining 24 weeks of the financial year.

Australia's high unemployment levels, most big retailers are underpinned by a fairly weak Christmas, suggesting the consumer market among the nation's shoppers is finally picking up.

## WMC may appeal over Seabright

By Nikki Tait

Woolworths Mining Corporation (WMC), the large Australian mining house, yesterday was considering an appeal to the Victorian Supreme Court, after the Nova Scotia appeal was not overturned.

The earlier judgment against Seabright, a Nova Scotia exploration company.

It is the latest of several legal setbacks for WMC.

WMC, via a subsidiary, bought Seabright in 1988 for around C\$92m (US\$70m), as part of push into North America. However, within weeks of completing the acquisition, WMC described Seabright's Deaver mine deposit, thought to be one of the most promising assets, as hopeless. By 1989, the Australian company had written off its investment.

WMC proceeded to sue Seabright's president, Mr Terence Coughlan, and other directors, for alleged fraud and negligence. They counter-sued WMC, levelling a variety of charges, including abuse of process.

Last year, Mr Justice Merlino, in the Nova Scotia Trial Division, delivered a judgment

which was scathing of WMC's behaviour. He duly awarded damages and costs, expected to exceed C\$10m, to the president and six former directors of Seabright.

Yesterday, in the wake of the appeal court's decision, WMC said it still believed that its case had merit, and was "considering an appeal to the Supreme Court of Canada."

The Seabright affair has been only one of several costly legal setbacks for WMC, one of Australia's largest mining companies, in recent months. It was forced to hand over the valuable Ernest Henry copper/gold deposit to Savage Resources in an out-of-court settlement after WMC's exploration team trespassed on a land area, and then failed to deliver the deposit.

And, last November, WMC and Uni Minnet paid A\$1m to settle a case in which it was alleged that a report by the Australian stockbroker - stating that WMC's stake of a 50 per cent interest in the Lady Bountiful gold mine was "fair and reasonable" - was negligent.

The payment, in a case of alleged exploration fraud, was made to Consolidated Exploration, which had sold the mine to WMC, was split between the two firms.

World-wide sales of diabetic drugs were about \$2.5bn in 1992, growing at about 10 per cent a year, according to Lehman Brothers, the international securities company.

Others developing an interest in the market include Hoechst of Germany, and Upjohn and Pfizer of the US.

Ajinomoto's sales of drugs, amino acids and specialty chemicals were ¥93.7bn in 1992, compared with a turnover of ¥66.7bn. The company is one of a number of Japanese firms that have diversified into pharmaceuticals in recent years.

## Li Ka-shing buys into San Miguel

By Nikki Tait in Manila

Hong Kong property and telecommunications magnate Mr Li Ka-shing bought 10 per cent of a Hong Kong affiliate of San Miguel, the Philippines' largest giant.

Mr Li's 10 per cent stake was bought for 77.4m shares in San Miguel Brewery for HK\$280.2m (US\$154m). The purchase was made through subsidiary Conroy Assets.

Metallgesellschaft, the German industrial group, resolved the immediate future of the German company. It did nothing to question the MIM Holdings.

The two companies have been bound together for over a decade, by shares in Metallgesellschaft and a number of jointly-held commercial interests.

From MIM's point of view, the relationship has formed part of a broader network of holdings. The aim was partly defensive, as protection against corporate raiders, and partly commercial, to foster "international development."

For example, via its relationship with Metallgesellschaft and Metallgesellschaft's subsidiary in Canada, MIM acquired an interest in Cominco, the Canadian natural resources group. Today, MIM's directly-owned stake in Cominco stands at 8.7 per cent. It is also an equal partner with Canada's Teck Corporation in an investment company, Teck Nunnichag, which owns another 27.7 per cent.

The problem is that this "investment" strategy, debatable from the outset, has looked increasingly misdirected. Sizeable sums - over A\$1.4bn (US\$1.1bn) at the last financial year-end - have been poured into the holdings, but returns have been paltry. In 1992, for example, the investments contributed just A\$1.1m to net profits; in

the previous year, under A\$4m.

Such lack of performance has not mattered more, as MIM's core metals business has struggled in the face of depressed prices and monetary conditions. In 1992/3, the group's net profit slipped by 20 per cent to A\$7.1m, and yesterday's results showed a further loss of A\$18.5m. Indeed, the deficit was largely due to A\$17.8m abnor-

mal item, and MIM did not

tentative recovery in metal prices late in the quarter. Even so, at the pre-tax level, profit was A\$31.6m, compared with A\$97.2m.

Debt, by contrast, has been rising: long-term loans topped A\$1.8bn at end-June. MIM's ratings are only "BBB" in the investment grade range.

Standard & Poor's gives a "BBB" rating.

When financial pressure forced Metallgesellschaft to place the bulk of its 13.5 per cent stake in MIM last month, the spotlight turned to MIM's general investment strategy.

ANZ McCaughan said that MIM can return the return... in the future, the investments should be sold.

Hamburg-based Metallgesellschaft holds a similar stake, was valued at another A\$139.5m.

The problem for MIM is that the uncertainties that now surround Metallgesellschaft, coupled with the depressed metal industry conditions which have led both Cominco and Asarco into liquidation for the nine months of 1993, make action on these interests a lot more difficult in the short-run.

The Cominco share price, for example, has tumbled from around A\$20 at end-1989 to A\$10 at present. Asarco is little better, having dropped from around A\$45 to about A\$27 in the same period.

There are even indications that the workout at Metallgesellschaft could lead to a sale of Metall-owned assets - which, in turn, might muddy any Cominco share disposal situation. MIM says only that it is too early for any comment.

And, in the meantime, Australian group remains vague about whether - or how - interests, such as 3.5 per cent Metallgesellschaft holding, might be needed to be revalued. This would be a matter for directors, says the company; its "normal" practice is to review holdings on a three-year basis. However, the Queensland group said that it sees "no reason to suppose that exchange of Metall smelting assets will not go ahead."

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Prices for electricity delivered to the purchaser at the electricity pricing and settlement area in the Netherlands.

Period	Price	Period	Price
1st hour	20.00	1st hour	20.00
2nd hour	20.00	2nd hour	20.00
3rd hour	20.00	3rd hour	20.00
4th hour	20.00	4th hour	20.00
5th hour	20.00	5th hour	20.00
6th hour	20.00	6th hour	20.00
7th hour	20.00	7th hour	20.00
8th hour	20.00	8th hour	20.00
9th hour	20.00	9th hour	20.00
10th hour	20.00	10th hour	20.00
11th hour	20.00	11th hour	20.00
12th hour	20.00	12th hour	20.00
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19th hour	20.00	19th hour	20.00
20th hour	20.00	20th hour	20.00
21st hour	20.00	21st hour	20.00
22nd hour	20.00	22nd hour	20.00
23rd hour	20.00	23rd hour	20.00
24th hour	20.00	24th hour	20.00

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(the "Saint-Gobain")  
Notice is hereby given to the holders of the "Saint-Gobain" (the "Holders") that the first repurchase offer period will end on 30 February 1994, in accordance with condition (3) of the terms and conditions of the "Saint-Gobain" (the "Terms and Conditions"). In accordance with the Terms and Conditions, the Offer Price is set at ECU 900 per ECU 1000 principal amount of Saint-Gobain.

Any Holder may exercise his right by tendering his "Saint-Gobain" (together with all unexercised coupons) up to, and including, 30 February 1994 to the following Financial Institutions:

Banque Nationale de Paris  
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Caisse des Dépôts et Consignations

In accordance with the Terms and Conditions, the "Saint-Gobain" is hereby given to the Holders that the Company de Saint-Gobain and the Financial Institutions listed above have agreed that no further repurchase offer will be open for their benefit.

For Company de Saint-Gobain  
The Fiscal Agent  
Banque Nationale de Paris  
(Luxembourg) S.A.  
30th January, 1994

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Selections are reviewed regularly by the Financial Times and the International Securities Market Association.

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The Saturday selection changes frequently, reflecting the volume of trading in both the London and the New York Stock Exchanges during the week ending on each Saturday. Thus it will not be the same as the following Saturday Dealings page.

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## QMH calls in the lawyers

By Maggie Urry

Queens Moat Houses, the hotel group currently negotiating a £1.3bn financial restructuring, has had to call in lawyers to sort out an embarrassing technical hitch.

Mr Andrew Coppel, chief executive, said yesterday, "it is simply a corporate legal irritation". He said it would not delay the group's refinancing. QMH admitted it had failed to give holders of its 7 per cent convertible preference shares, which were issued in 1985 in a rights issue, the chance to vote in September 1989 and August 1990 on resolutions to increase the group's borrowing powers.

This means the resolutions, which formed the basis of the borrowing powers, were not valid. It also called into question the validity of other resolutions passed at the same meetings.

However, it said the invalidity of the borrowing powers resolutions did not mean the company's borrowings could be called into question.

The discovery has raised "complex issues" the company said, and it has appointed Freshfields, the City solicitors, and leading lawyers to advise on the issue. Mr Coppel said QMH had been advised that it would not need to hold last year's annual meeting again.

The other resolutions passed at the 1989 and 1990 meetings, which were passed in August and concluded in November, included the appointment of Mr Coppel as chief executive, and in November the adoption of the annual report.

QMH said it would "communicate with shareholders and all other interested parties" once the position was clear.

At the end of last year, there was a significant number of shareholders outstanding, which would have meant a total of 100 million ordinary shares against the 100 million QMH has in issue at present. Each preference share has one vote.

The problem did not affect the much larger class of 7% per cent convertible preference shares issued in 1985.

## Cadbury to buy French chocolatier for £18m

By Peter Pearson in London and John Hidding in Paris

Cadbury Schweppes, the confectionery and soft drinks company, yesterday announced the acquisition of Bouquet D'Or for £18m (£18.4m).

The consideration includes acquired debt and will be adjusted according to the balance sheet at completion.

The cash payment will be met from Cadbury's resources.

Bouquet D'Or, based in Villepierre d'As, in the north of Paris, is a privately owned company which was founded in 1861 as a family business.

It specialises in boxes of chocolate assortments, particularly praline products, and had sales in the year to April 30 1993 of FF725m.

Following the acquisition, the company will be managed by Chocolat Poulain, a subsidiary of the UK group.

Mr Thierry Bouteil, managing director of Poulain, said Bouquet D'Or products would continue to be marketed under their own brand.

"We have not bought the company to add its brand but to develop it," he said.

Mr Bouteil said the acquisition would add to the group's sales of Poulain and Bouquet D'Or, which represent about 10 per cent of the group's sales.

The French chocolate market and put Cadbury Schweppes in third place in terms of market share, behind Mars and Lindt of Switzerland.

The French chocolate market has suffered the effects of recession, with sales falling 2 per cent last year.

Le Syndicat de la Confection, the French association of confectionery producers, estimates the size of the French chocolate market at about FF11bn.

## A changing landscape in the race for space

Tesco takes to the Metro line with its programme of 'compact' expansion. Neil Buckley reports

It was Mr Archie Norman, Asda's chief executive, who first ranks with the UK's leading supermarket chains. Some analysts speculated when market leader Sainsbury's launched its price-cutting programme in November that it might have a "hidden agenda". Having recognised the over-capacity in the industry, was it trying to force one of its main competitors to cut back their expansion programmes, by putting pressure on margins?

Argyll and Tesco have both responded. Argyll last month it was cutting capital spending this year from £250m to £200m, and Tesco is putting pressure to depreciate buildings over 10 years.

However, as one analyst put it yesterday: "Argyll opened the door, and Tesco charged through it."

On depreciation, Tesco is following Argyll's lead and depreciating buildings over 40 years. But it has also recognised that it paid "premiums" for the cost of its land above its alternative use value, and decided to depreciate these premiums over 25 years, leading to a total charge of £100m against profits this year.

More significantly, it is cutting spending from £750m this year to a projected £600m in 1994.

Tesco added that it had safeguarded its returns on investment in the light of growing

pressure on margins.

The admissions are significant. Some analysts speculated when market leader Sainsbury's launched its price-cutting programme in November that it might have a "hidden agenda". Having recognised the over-capacity in the industry, was it trying to force one of its main competitors to cut back their expansion programmes, by putting pressure on margins?

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New format involves a shift away from out-of-town superstores to market towns and city suburbs

£300m in the year to February 1994.

Floor space expansion will be cut back from 1.2m sq ft in 1993 to 0.8m sq ft in 1994. Tesco also expects the average new store costs to shrink from £22m in 1993 to £18m in 1994.

That reflects a shift away from out-of-town superstores towards the Metro city centre format, and the "compact"

superstore format of about 10,000 sq ft, aimed at central towns and city suburbs.

Mr David Reid, finance director, said he expected 20 projected openings in 1994-95, three of which would be Metros, seven compact stores, and the balance - 10,000 sq ft - larger superstores.

Tesco thinks there is room for about 50 Metros - with nine planned by September.

It is looking at new trading formats, building on Tesco's existing strengths in selling "grocery" and "grocery-related products".

It will also be expanding the chain in France by up to six stores a year, generally through organic growth. It is not to have plans for further large acquisitions at present.

As UK expansion slows, effort will be made to maximise returns from existing space. Tesco insists there is scope for "significant savings" in operating costs, which will then be reinvested in improving service to enhance customers' loyalty and persuade them to spend more.

It claims some savings in doing so already, through a combination of introducing new services such as pharmacies, photo-processing, dry cleaning and courier service for meat, trimming its prices, and introducing the Tesco Value line, which offers basic goods at prices which rival the discounters.

Like-for-like sales for the first 20 weeks of the second half were up 4.5 per cent, which represented a 2.5 per cent gain in volume, after taking into account a 2 per cent better than it has achieved for some years.

The spotlight shifts back to Sainsbury. It has been saying privately that it does not need to depreciate, but analysts believe it has little choice but to follow its rivals not only on that issue, but in calling a halt - or at least a slowdown - in the race for space.

## Greycoat shows interim loss but recovery starts

By Simon Davies

Greycoat yesterday announced further pre-tax losses at the interim stage, but operating profit showed interest payments as it showed the recovery from the stage of receivership. The management also announced the end of the programme of property disposals.

In addition, it revealed that Mr Geoffrey Wilson will step down as chairman at the end of the financial year, while Mr Brian Morgan and Mr Julian Treger, the two men who formulated the company's rescue package, will join as non-executive directors.

The management of Greycoat - one of the most aggressive property investors of the 1980's, which almost collapsed

part of the proposals outlined in the restructuring document. It will apply for court permission to make a voluntary arrangement to the creditors standing to the credit of the company, and a further £47.1m of interest charges, arising from the restructuring.

Mr Wilson said in an official statement: "We have an established record of successful commercial property development."

Turnover amounted to £10.1m in 1993, primarily from gross rental income, and this figure should see a gradual increase with the phasing out of rent free periods on a portion of its portfolio. Losses for 1993 were £8.5p (1992 £10.7p). There is no dividend.

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## Daejan rises to £8.4m

Daejan Holdings, the property company, yesterday announced pre-tax profits up from £1.1m in 1993 to £1.4m for the half year ended September 30.

The company said that full-year profits were likely to be similar to those reported last year which amounted to some £14.2m, excluding the surplus arising on disposal of a subsidiary company.

The interim dividend is maintained at 13p from earnings per share of 31.85p (30.84p).

Net rental income rose to £10.1m (£7.91m) and there was a £1.0m (£1.6m) surplus on sale of trading properties.

Operating profits on continuing activities were virtually flat at £10.1m and there was a £482,000 (£354,000) surplus on the sale of investment properties.

Analysts yesterday estimated that annual sales of Kytril in Japan were already worth £10m. Zofran has an advantage over Kytril in that it has been approved for both injections and tablets. Kytril is only available as an injection, although this is the standard form of delivering anti-nausea drugs in cancer chemotherapy.

The launch of Zofran in Japan is in the spring.

The ITC is reviewing the rules on advertising sales.

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## Signs of OFT approval for Granada bid

By Raymond Buckley

There were growing signs last night that the Office of Fair Trading has cleared the Granada bid for LWT, subject to the condition that the advertising sales houses involved really do operate on an arms length basis.

The OFT has been on the bid, has, it is believed, now given its approval to Mr Michael Heseltine, the trade and industry secretary.

The intention was to make an announcement today, but it is not clear whether this will be possible because of Mr Heseltine's other commitments.

The Independent Television Commission has made it clear that it is prepared to accept a system of "firewalls" between sales houses and the stations being, as long as there are no shared directors or business interests between the two bodies involved.

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## ADVERTISEMENT

### PERATEC REPORT

One of a series of reports on major business issues

# Stress – The Hidden Dangers

With Britain emerging from recession, companies should recognise that work-related stress can be brought about just as easily in the good times as during the bad times.

Even though Britain is moving out of recession, work-related stress experienced by company directors - caused by heavier workloads, longer working hours and fewer staff - represents a hidden danger in British industry, says a report, published today by business consultants, Peratec Limited.

The report - "Executive Stress - How to Avoid the Breaking Point" - based on detailed questioning of 200 company directors, half of which had a turnover in excess of £1m, highlights the fact that work-related stress can be brought about just as easily in the good times as in the bad times.

"We believe that stress represents a hidden danger in British industry," says Peratec's Managing Director, Derek Fuller.

"The pressure on directors to perform more strongly, to meet out and harness new opportunities, to maintain higher targets and to maintain a competitive edge from rival companies, is just as real during periods of growth as it is during a recession" he added.

The report reveals that half of the directors working longer hours than they did one or two years ago with nearly three quarters believing their workload had grown heavier.

75 per cent saying that their volume of work is "far too high" and 16 per cent saying their hours of work are "far too long".

Although the majority of directors believe that companies should do something about reducing stress, few look to identifying the root causes.

"Without identifying how and why stress arises, the benefits brought about by the introduction of stress management programmes will not be long-lasting," says the report. "In short, removing the causes of stress is more important than implementing measures to contain it."

"Companies should take positive steps to ensure that their directors have the skills and knowledge to cope effectively with future changes and increased demands."

Support can be provided by working closely with external consultants who can provide the skills lost through

their bottom lines, - they have improved their 'corporate health'. Many become leaner and more competitive; their directors cope with heavier workloads by working 'smarter', not just harder."

An increase in the number of hours worked by directors is the primary cause of greater responsibilities, but business, fewer staff and demanding customers are additional factors.

As a result of this workload, just under half of the directors questioned say that their stress level is 'fairly high' and 13 per cent describe it as 'very high'. And, while a third believe their stress level has improved their performance, 21 per cent say it is the opposite.

Unfortunately, signs of work-related stress are apparent both at work and at home. The result is that nearly half of the directors are now spending less time with their family; other aspects suffer are sports, family activities and hobbies. Over half the directors say they are more tired now than they were one or two years ago, while just under half admit to a greater degree of irritability.

The range of other symptoms includes sleeplessness, absent-mindedness, a general feeling of being demoralised and memory loss - lack of concentration.

Eight of ten spend time thinking about work when at home. While 10 per cent say they do nothing at all to relieve stress, 70 per cent choose to get away from the job by playing sport (with golf, walking, gym workouts, squash and tennis as the most frequent activities) or taking a holiday.

For further information on this report, and Peratec, please contact: Peratec Limited, Lyndard Mill, Swindon, Wiltshire, SN5 9LS. Telephone: 0793 770183.

'downsizing'. Peratec, a subsidiary of Pera International, the large and diverse consulting group, is an enviable track record of providing real solutions to business problems. It is able to draw on a vast range of skills, experience and physical resources to provide practical help where it will have the greatest benefit.

Derek Fuller explained, "Implementing improved working practices or new technology has enabled many of our client companies to improve

'Clients enjoy a new lease of corporate and personal health'

- Derek Fuller  
Managing Director Peratec

Peratec Limited, Lyndard Mill, Swindon, Wiltshire, SN5 9LS. Telephone: 0793 770183.

## Kent Corporation goes into receivership

By Andrew Taylor, Construction Correspondent

Kent Corporation, the construction and electrical contractor, has been subject to a dispute. Problems at the hospital are thought to have contributed to the group's downfall.

Mr Rory O'Farrell and Mr Patrick Butler of Kent and Touches were yesterday appointed receivers in the group.

In a separate move Mr Terry Carter and Ms Maggie Mills of Ernst & Young were appointed administrative receivers in Kent, the group's subsidiary which employs about 500 workers.

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## COMMODITIES AND AGRICULTURE

## Hopes of success grow at Brussels aluminium talks

By Kenneth Gooding, Mining Correspondent, in Brussels

Expectations of a substantial co-ordinated cut in aluminium production increased yesterday after delegates from the main producing countries decided to continue their negotiations into an unscheduled third day.

"We would have been talking while we were still making progress," said one delegate.

However, there were some indications that the talks were taking longer than the days originally scheduled because of a determination not to shift from its opening offer.

Delegates were concentrating on how much of up to 10 per cent of annual output could be shared between Russia and the rest of the world. A sudden surge in Russian exports in the week following the collapse in demand, which had been largely for its

military machine, was widely blamed for the aluminium surplus, which has driven down prices recently to all-time lows in real terms.

Taking part in the negotiations with Russia are representatives from Australia, Canada, the 12-nation European Union as one body, Norway and the US.

The incentive to the Russia, second only to the US as an aluminium producer, to co-operate, the western governments are offering financial and technical help to the Russian industry.

On the other hand, if no agreement is reached, US producers are likely immediately to make anti-dumping charges against the Russian industry. However, this problem might take a year to complete.

The EU already has imposed import restrictions on aluminium from the Commonwealth of Independent States which last until the end of February.

## Argentine officials sacked over disease outbreak

By John Barham, In Buenos Aires

Argentina's agriculture department has sacked top officials at the animal health service for incompetence in allowing an outbreak of foot-and-mouth disease in Patagonia, a region that has been the focus of the disease.

The department promises it will be "absolutely inflexible" in the region's worst outbreak of foot and mouth in 20 years. Senasa has already ordered the killing of 4,000 cattle and sheep since the disease was first confirmed at the end of December.

Specialists say that they have disinfected and quarantined 50 small farms in a 20km radius around the tourist city of Bariloche and ordered the vaccination of 60,000 animals.

However, a Senasa official claimed the problem was like a "drop in the ocean". There were 100 outbreaks in this region and they were healthy.

Among the properties was the Picanen farm, where the government ordered the slaughter of almost 10 per cent of the sheep.

Senasa had been the outbreak started at a small farm near Bariloche, where it may have been infected by illegal feeds. An official said the disease spread rapidly because "there has been a concentration in tourism and a big increase in cattle movements to meet demand".

However, the Agriculture department suspects that the outbreak of foot-and-mouth virus is linked with the country's infected northern region.

The government has spent about \$400m since 1991 on a campaign to rid Argentina of the disease.

## Japanese crop setback may herald new rice age

By Alison Maitland

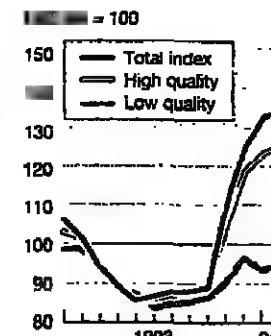
European consumers will soon be paying at least 15 per cent more for rice because of poor harvests and crop failures in the main producing countries, most notably Japan.

The United Nations Food and Agriculture Organisation estimates that the Japanese harvest fell by about 10 per cent last year to 9.7m tonnes, and this has forced the government to import huge quantities of rice to its previously closed market.

Heavy demand from such an important rice consumer has triggered a near doubling in international prices since September, fuelled by smaller supplies than expected being available from some other big producing countries.

"I've been in this trade for 30 years and I've never seen a year quite like the one we've had," said Mr Danny Driscoll, director in charge of rice at UK food trader Baxters & Brotherton, which has seen a 110 per cent increase in the price of unmilled US long grain rice in

FAO rice export price



\$440 a tonne. "But then, Japan has come into the market before."

Japan announced in September that typhoons and a cold storm would leave it with import of rice to meet its needs. The international rice industry now estimates that it may be in the market for up to 10m tonnes.

Rice supply and demand have tended to be fairly balanced in recent years. But the lack of harvests has upset every-

one's calculations.

Crops in China, India, North Korea and the Philippines were hit last year by exceptionally dry or stormy weather, while cool conditions affected the South Korean crop. In Europe, the Spanish crop was down by about one-third because of severe dry weather in the Seville region.

The FAO estimates that world output of paddy rice fell by about 530m tonnes, 6m tonnes less than the record harvest in 1992. It predicts that as a result, world trade in rice will rise to an all-time high of at least 14.6m tonnes this year, some 800,000 tonnes more than last year.

The type of rice favoured by Japanese consumers is high quality short-grain Japanese rice, mainly in the US and Australia apart from Japan. But the industry believes that its requirements will exceed available exports and that it will have to consider buying long grain rice from the US and Thailand.

According to the FAO, Japan

bought 200,000 tonnes in early October, contracted for further amounts for delivery in December and has confirmed that it will import 1.5m tonnes in the first quarter of this year.

"Although indications were given on the volume to be imported after March, it would appear that substantial quantities may still be needed to cover the shortfall," the FAO said.

There has been no let-up in the world prices and buyers are running out of the stocks they bought in advance to protect against price changes. As the new US crop arrives on the European market, consumers are next in line to feel the impact.

In addition to the world rice price, European consumers are affected by a levy on rice imports into the European Union. When world prices rise, the levy is meant to fall, to keep prices stable. But the rise in rice prices in the world has meant that the levy has been met by a fall in import levels of only 12.5 per cent and the

industry wants the European Commission to reduce them further.

Rice, a leading brand rice manufacturer, is raising its prices of American long grain rice by 15-20 per cent this month in the UK and continental European markets and says there may be further increases later in the year.

"It's a very moveable feast; 3m tonnes is a hell of a lot to mop up," said Mr Tim Smith, Tilda marketing controller. "It depends where Japan goes finally source all its requirements. If a huge proportion of that shortfall has to be taken up from the UK that puts extra cost pressures on rice from the US, and the price goes for Thailand."

Mr Smith said if Japan continues to develop a market for imported long-grain rice, which cost three or four times as much as domestic rice, they will push international prices higher still. "We could be at the start of a new rice age," of rising prices, he warned.

## Australian farmers enjoying bumper year

By Nikki Tait in Sydney

Australian grain farmers are seeing a bumper year for production in the 1993-94 season, thanks to unusually spring growing conditions outside of Queensland, an increase in the area planted, and some "excellent" weather.

According to the Australian Bureau of Agricultural and Fisheries Economics, total winter crop production in 1993-94 is 15.5m tonnes, only 700,000 tonnes less than the record grain harvest seen in 1988-89. This figure compares with the estimated 15.5m tonnes harvested last year.

Mr Chrys Papadopoulos,

Abare's grain and livestock branch manager, said this should result in higher farmer incomes, despite the likely reduction in prices returns for wheat and barley.

The country's wheat crop is estimated to be about 18.3m tonnes - up from 15.5m tonnes last year but still well short of the 20m tonnes harvested in 1988-89.

However, the 1993-94 year, at 17.5m tonnes, is significantly smaller than last year's 18.3m tonnes, indicating a much higher yield. The barley harvest is estimated to be 1.5m tonnes, nearly 1.3m tonnes more than last year's record crop.

Pakistan's largest textile manufacturing association, the Pakistan Textile Manufacturers' Association, is urging an immediate halt to cotton exports as a step to prevent further depletion of raw cotton stocks after this season's crop losses.

The association estimates that only 10m bales of cotton will be produced this year, down from an earlier crop target of 12m bales. That level of production would be 1m bales below the local industry's requirement.

Mr Tariq Saigol, chairman of APTMA, has urged the government to cancel export commitments for 600,000 bales of cotton, by either declaring force majeure and fulfilling export

commitments or by just paying penalties if contracts have to be cancelled.

"It would be strange if we export cotton and then import it for our industrial needs," he said.

Mr Saigol has also urged the government to lower interest rates, which are at present around 15 per cent, as a step towards easing financial pressure on the textile industry.

In addition, he has urged a five per cent increase in the price of cotton to about 5 per cent below the official and open market rate as a way to encourage exports.

The latest demands from APTMA follow a year-long recession in the local textile industry, where the association

claims that manufacturers have been forced to shut down 1.2m spindles of operation of 6.5m spindles of continuing losses.

According to Mr Saigol, another 500,000 spindles would be at a risk of closure in the coming months unless the government announced relief measures.

Many economists see the textile industry's troubles as a major test for Pakistan's efforts to boost its exports. Almost 58 per cent of the country's export earnings are generated by sales of cotton products.

"Our whole structure of the economy is too heavily dependent on textiles. The textile sector needs to be revamped and revived," said Saigol.

## MARKET REPORT

## Coffee futures plunge

Speculative selling in the New York Commodity Exchange (Comex) on Tuesday sent the coffee price plunging yesterday afternoon when the London market closed. The position reached a four month high of \$1.912 a tonne, over 10 per cent up this year and 18.5 per cent above its 1993 low. But with analysts and chartists warning that the rise was becoming over-extended and with Comex falling back, prices dropped during the afternoon before last but business at \$1.882, still up 34c a tonne from Tuesday's close.

There had been a steady rise in the price of coffee since the start of the year, but it had been exacerbated by the lack of rain in the main coffee producing areas in the way of the world.

At the London Metal Exchange COPPER and ZINC prices opened sharply higher but were under increasing pressure as the day progressed. A chart break-out at the

York's Commodity Exchange (Comex) on Tuesday sent the copper price soaring and at one stage the three month position reached a four month high of \$1.912 a tonne, over 10 per cent up this year and 18.5 per cent above its 1993 low. But with analysts and chartists warning that the rise was becoming over-extended and with Comex falling back, prices dropped during the afternoon before last but business at \$1.882, still up 34c a tonne from Tuesday's close.

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## COMMODITIES PRICES

## BASE METALS

## LONDON METAL EXCHANGE

(Prices from Amsterdam unless stated otherwise)

## ALUMINIUM (3 months)

Close 1185-7 1205-6  
Previous 1180-5-6 1200-5-6  
High/Low 1180-5 1218/1202  
AM Official 1181-1.5 1210-0.5  
Kerb close 1180-5 1204-6  
Open int. 271.2/17  
Total daily turnover 84,414

## ALUMINIUM ALLOY (3 months)

Close 1019-2 1043-8  
Previous 1018-20 1042-4  
High/Low 1018-20 1048/1042  
AM Official 1024-6 1048-50  
Kerb close 1024-6 1046-50  
Open int. 2,636  
Total daily turnover 806

## LEAD (3 months)

Close 467-8 510-1  
Previous 466-7 509-9  
High/Low 466-7 510-1  
AM Official 467-8 510-1  
Kerb close 467-8 510-1  
Open int. 17,386  
Total daily turnover 6,119

## ZINC (3 months)

Close 5750-6 6445-50  
Previous 5750-6 6445-50  
High/Low 5750-6 6445-50  
AM Official 5750-6 6445-50  
Kerb close 5750-6 6445-50  
Open int. 80,328  
Total daily turnover 6,119

## TIN (3 months)

Close 5005-10 6050-40  
Previous 4979-45 6050-40  
High/Low 4979-45 6100/5040  
AM Official 5019-20 6070-5  
Kerb close 5019-20 6080-5  
Open int. 17,386  
Total daily turnover 5,943

## COPPER (3 months)

Close 1016-7 1035-6  
Previous 1016-7 1035-6  
High/Low 1016-7 1035-6  
AM Official 1023-4 1030-3  
Kerb close 1023-4 1030-3  
Open int. 100,450  
Total daily turnover 34,054

## COPPER, grade A (3 months)

Close 1023-4 1030-3  
Previous 1023-4 1030-3  
High/Low 1023-4 1030-3  
AM Official 1023-4 1030-3  
Kerb close 1023-4 1030-3  
Open int. 100,450  
Total daily turnover 34,054

## COPPER, grade B (3 months)

Close 1023-4 1030-3  
Previous 1023-4 1030-3  
High/Low 1023-4 1030-3  
AM Official 1023-4 1030-3  
Kerb close 1023-4 1030-3  
Open int. 100,450  
Total daily turnover 34,054

## COPPER, grade C (3 months)

Close 1023-4 1030-3  
Previous 1023-4 1030-3  
High/Low 1023-4 1030-3  
AM Official 1023-4 1030-3  
Kerb close 1023-4 1030-3  
Open int. 100,450  
Total daily turnover 34,054

## COPPER, grade D (3 months)

Close 1023-4 1030-3  
Previous 1023-4 1030-3  
High/Low 1023-4 1030-3  
AM Official 1023-4 1030-3  
Kerb close 1023-4 1030-3  
Open int. 100,450  
Total daily turnover 34,054

## COPPER, grade E (3 months)

Close 1023-4 1030-3  
Previous 1023-4 1030-3  
High/Low 1023-4 1030-3  
AM Official 1023-4 1030-3  
Kerb close 1023-4 1030-3  
Open int. 100,450  
Total daily turnover 34,054

## COPPER, grade F (3 months)

Close 1023-4 1030-3  
Previous 1023-4 1030-3  
High/Low 1023-4 1030-3  
AM Official 1023-4 1030-3  
Kerb close 1023-4 1030-3  
Open int. 100,450  
Total daily turnover 34,054

## COPPER, grade G (3 months)

Close 1023-4 1030-3  
Previous 1023-4 1030-3  
High/Low 1023-4 1030-3  
AM Official 1023-4 1030-3  
Kerb close 1023-4 1030-3  
Open int. 100,450  
Total daily turnover 34,054

## COPPER, grade H (3 months)

Close 1023-4 1030-3  
Previous 1023-4 1030-3  
High/Low 1023-4 1030-3  
AM Official 1023-4 1030-3  
Kerb close 1023-4 1030-3  
Open int. 100,450  
Total daily turnover 34,054

## COPPER, grade I (3 months)

Close 1023-4 1030-3  
Previous 1023-4 1030-3  
High/Low 1023-4 1030-3  
AM Official 1023-4 1030-3  
Kerb close 1023-4 1030-3  
Open int. 100,450  
Total daily turnover 34,054

## COPPER, grade J (3 months)

Close 1023-4 1030-3  
Previous 1023-4 1030-3  
High/Low 1023-4 1030-3  
AM Official 1023-4 1030-3  
Kerb close 1023-4 1030-3  
Open int. 100,450  
Total daily turnover 34,054

## COPPER, grade K (3 months)

Close 1023-4 1030-3  
Previous 1023-4 1030-3  
High/Low 1023-4 1030-3  
AM Official 1023-4 1030-3  
Kerb close 1023-4 1030-3  
Open int. 100,450  
Total daily turnover 34,054

## COPPER, grade L (3 months)

Close 1023-4 1030-3  
Previous 1023-4 1030-3  
High/Low 1023-4 1030-3  
AM Official 1023-4 1030-3  
Kerb close 1023-4 1030-3  
Open int. 100,450  
Total daily turnover 34,054

## COPPER, grade M (3 months)

Close 1023-4 1030-3  
Previous 1023-4 1030-3  
High/Low 1023-4 1030-3  
AM Official 1023-4 1030-3  
Kerb close 1023-4 1030-3  
Open int. 100,450  
Total daily turnover 34,054

## COPPER, grade N (3 months)

Close 1023-4 1030-3  
Previous 1023-4 1030-3  
High/Low 1023-4 1030-3  
AM Official 1023-4 1030-3  
Kerb close 1023-4 1030-3  
Open int. 100,450  
Total daily turnover 34,054

## COPPER, grade O (3 months)

Close 1023-4 1030-3  
Previous 1023-4 1030-3  
High/Low 1023-4 1030-3  
AM Official 1023-4 1030-3  
Kerb close 1023-4 1030-3  
Open int. 100,450  
Total daily turnover 34,054

## COPPER, grade P (3 months)

Close 1023-4 1030-3  
Previous 1023-4 1030-3  
High/Low 1023-4 1030-3  
AM Official 1023-4 1030-3  
Kerb close 1023-4 1030-3  
Open int. 100,450  
Total daily turnover 34,054

## COPPER, grade Q (3 months)

Close 1023-4 1030-3  
Previous 1023-4 1030-3  
High/Low 1023-4 1030-3  
AM Official 1023-4 1030-3  
Kerb close 1023-4 1030-3  
Open int. 100,450  
Total daily turnover 34,054

## COPPER, grade R (3 months)

Close 1023-4 1030-3  
Previous 1023-4 1030-3  
High/Low 1023-4 1030-3  
AM Official 1023-4 1030-3  
Kerb close 1023-4 1030-3  
Open int. 100,450  
Total daily turnover 34,054

## COPPER, grade S (3 months)

Close 1023-4 1030-3  
Previous 1023-4 1030-3  
High/Low 1023-4 1030-3  
AM Official 1023-4 1030-3  
Kerb close 1023-4 1030-3  
Open int. 100,450  
Total daily turnover 34,054

## COPPER, grade T (3 months)

Close 1023-4 1030-3  
Previous 1023-4 1030-3  
High/Low 1023-4 1030-3  
AM Official 1023-4 1030-3  
Kerb close 1023-4 1030-3  
Open int. 100,450  
Total daily turnover 34,054

## COPPER, grade U (3 months)

Close 1023-4 1030-3  
Previous 1023-4 1030-3  
High/Low 1023-4 1030-3  
AM Official 1023-4 1030-3  
Kerb close 1023-4 1030-3  
Open int. 100,450  
Total daily turnover 34,054

## COPPER, grade V (3 months)

Close 1023-4 1030-3  
Previous 1023-4 1030-3  
High/Low 1023-4 1030-3  
AM Official 1023-4 1030-3  
Kerb close 1023-4 1030-3  
Open int. 100,450  
Total daily turnover 34,054

## PRECIOUS METALS continued

## GOLD COMEX (100 Troy oz; \$/troy oz)

Close 382.1 -1.0  
Previous 382.2 -1.0  
High/Low 382.2 -1.0  
AM Official 382.2 -1.0  
Kerb close 382.2 -1.0  
Open int. 382.2 -1.0  
Total daily turnover 382.2 -1.0

## PLATINUM NYMEX (50 Troy oz; \$/troy oz)

Close 382.1 -1.0  
Previous 382.2 -1.0  
High/Low 382.2 -1.0  
AM Official 382.2 -1.0  
Kerb close 382.2 -1.0  
Open int. 382.2 -1.0  
Total daily turnover 382.2 -1.0

## SILVER COMEX (100 Troy oz; \$/troy oz)

Close 382.1 -1.0  
Previous 382.2 -1.0  
High/Low 382.2 -1.0  
AM Official 382.2 -1.0  
Kerb close 382.2 -1.0  
Open int. 382.2 -1.0  
Total daily turnover 382.2 -1.0

## NATURAL GAS NYMEX (10,000 mmbtu; \$/mmbtu)

Close 382.1 -1











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[illegible]

Imported On  Established 1914

MC	194	195	196	197	198	199	200	201	202	203	204	205	206	207	208	209	210	211	212	213	214	215	216	217	218	219	220	221	222	223	224	225	226	227	228	229	230	231	232	233	234	235	236	237	238	239	240	241	242	243	244	245	246	247	248	249	250	251	252	253	254	255	256	257	258	259	260	261	262	263	264	265	266	267	268	269	270	271	272	273	274	275	276	277	278	279	280	281	282	283	284	285	286	287	288	289	290	291	292	293	294	295	296	297	298	299	300	301	302	303	304	305	306	307	308	309	310	311	312	313	314	315	316	317	318	319	320	321	322	323	324	325	326	327	328	329	330	331	332	333	334	335	336	337	338	339	340	341	342	343	344	345	346	347	348	349	350	351	352	353	354	355	356	357	358	359	360	361	362	363	364	365	366	367	368	369	370	371	372	373	374	375	376	377	378	379	380	381	382	383	384	385	386	387	388	389	390	391	392	393	394	395	396	397	398	399	400	401	402	403	404	405	406	407	408	409	410	411	412	413	414	415	416	417	418	419	420	421	422	423	424	425	426	427	428	429	430	431	432	433	434	435	436	437	438	439	440	441	442	443	444	445	446	447	448	449	450	451	452	453	454	455	456	457	458	459	460	461	462	463	464	465	466	467	468	469	470	471	472	473	474	475	476	477	478	479	480	481	482	483	484	485	486	487	488	489	490	491	492	493	494	495	496	497	498	499	500	501	502	503	504	505	506	507	508	509	510	511	512	513	514	515	516	517	518	519	520	521	522	523	524	525	526	527	528	529	530	531	532	533	534	535	536	537	538	539	540	541	542	543	544	545	546	547	548	549	550	551	552	553	554	555	556	557	558	559	560	561	562	563	564	565	566	567	568	569	570	571	572	573	574	575	576	577	578	579	580	581	582	583	584	585	586	587	588	589	590	591	592	593	594	595	596	597	598	599	600	601	602	603	604	605	606	607	608	609	610	611	612	613	614	615	616	617	618	619	620	621	622	623	624	625	626	627	628	629	630	631	632	633	634	635	636	637	638	639	640	641	642	643	644	645	646	647	648	649	650	651	652	653	654	655	656	657	658	659	660	661	662	663	664	665	666	667	668	669	670	671	672	673	674	675	676	677	678	679	680	681	682	683	684	685	686	687	688	689	690	691	692	693	694	695	696	697	698	699	700	701	702	703	704	705	706	707	708	709	710	711	712	713	714	715	716	717	718	719	720	721	722	723	724	725	726	727	728	729	730	731	732	733	734	735	736	737	738	739	740	741	742	743	744	745	746	747	748	749	750	751	752	753	754	755	756	757	758	759	760	761	762	763	764	765	766	767	768	769	770	771	772	773	774	775	776	777	778	779	780	781	782	783	784	785	786	787	788	789	790	791	792	793	794	795	796	797	798	799	800	801	802	803	804	805	806	807	808	809	810	811	812	813	814	815	816	817	818	819	820	821	822	823	824	825	826	827	828	829	830	831	832	833	834	835	836	837	838	839	840	841	842	843	844	845	846	847	848	849	850	851	852	853	854	855	856	857	858	859	860	861	862	863	864	865	866	867	868	869	870	871	872	873	874	875	876	877	878	879	880	881	882	883	884	885	886	887	888	889	890	891	892	893	894	895	896	897	898	899	900	901	902	903	904	905	906	907	908	909	910	911	912	913	914	915	916	917	918	919	920	921	922	923	924	925	926	927	928	929	930	931	932	933	934	935	936	937	938	939	940	941	942	943	944	945	946	947	948	949	950	951	952	953	954	955	956	957	958	959	960	961	962	963	964	965	966	967	968	969	970	971	972	973	974	975	976	977	978	979	980	981	982	983	984	985	986	987	988	989	990	991	992	993	994	995	996	997	998	999	1000
MC	194	195	196	197	198	199	200	201	202	203	204	205	206	207	208	209	210	211	212	213	214	215	216	217	218	219	220	221	222	223	224	225	226	227	228	229	230	231	232	233	234	235	236	237	238	239	240	241	242	243	244	245	246	247	248	249	250	251	252	253	254	255	256	257	258	259	260	261	262	263	264	265	266	267	268	269	270	271	272	273	274	275	276	277	278	279	280	281	282	283	284	285	286	287	288	289	290	291	292	293	294	295	296	297	298	299	300	301	302	303	304	305	306	307	308	309	310	311	312	313	314	315	316	317	318	319	320	321	322	323	324	325	326	327	328	329	330	331	332	333	334	335	336	337	338	339	340	341	342	343	344	345	346	347	348	349	350	351	352	353	354	355	356	357	358	359	360	361	362	363	364	365	366	367	368	369	370	371	372	373	374	375	376	377	378	379	380	381	382	383	384	385	386	387	388	389	390	391	392	393	394	395	396	397	398	399	400	401	402	403	404	405	406	407	408	409	410	411	412	413	414	415	416	417	418	419	420	421	422	423	424	425	426	427	428	429	430	431	432	433	434	435	436	437	438	439	440	441	442	443	444	445	446	447	448	449	450	451	452	453	454	455	456	457	458	459	460	461	462	463	464	465	466	467	468	469	470	471	472	473	474	475	476	477	478	479	480	481	482	483	484	485	486	487	488	489	490	491	492	493	494	495	496	497	498	499	500	501	502	503	504	505	506	507	508	509	510	511	512	513	514	515	516	517	518	519	520	521	522	523	524	525	526	527	528	529	530	531	532	533	534	535	536	537	538	539	540	541	542	543	544	545	546	547	548	549	550	551	552	553	554	555	556	557	558	559	560	561	562	563	564	565	566	567	568	569	570	571	572	573	574	575	576	577	578	579	580	581	582	583	584	585	586	587	588	589	590	591	592	593	594	595	596	597	598	599	600	601	602	603	604	605	606	607	608	609	610	611	612	613	614	615	616	617	618	619	620	621	622	623	624	625	626	627	628	629	630	631	632	633	634	635	636	637	638	639	640	641	642	643	644	645	646	647	648	649	650	651	652	653	654	655	656	657	658	659	660	661	662	663	664	665	666	667	668	669	670	671	672	673	674	675	676	677	678	679	680	681	682	683	684	685	686	687	688	689	690	691	692	693	694	695	696	697	698	699	700	701	702	703	704	705	706	707	708	709	710	711	712	713	714	715	716	717	718	719	720	721	722	723	724	725	726	727	728	729	730	731	732	733	734	735	736	737	738	739	740	741	742	743	744	745	746	747	748	749	750	751	752	753	754	755	756	757	758	759	760	761	762	763	764	765	766	767	768	769	770	771	772	773	774	775	776	777	778	779	780	781	782	783	784	785	786	787	788	789	790	791	792	793	794	795	796	797	798	799	800	801	802	803	804	805	806	807	808	809	810	811	812	813	814	815	816	817	818	819	820	821	822	823	824	825	826	827	828	829	830	831	832	833	834	835	836	837	838	839	840	841	842	843	844	845	846	847	848	849	850	851	852	853	854	855	856	857	858	859	860	861	862	863	864	865	866	867	868	869	870	871	872	873	874	875	876	877	878	879	880	881	882	883	884	885	886	887	888	889	890	891	892	893	894	895	896	897	898	899	900	901	902	903	904	905	906	907	908	909	910	911	912	913	914	915	916	917	918	919	920	921	922	923	924	925	926	927	928	929	930	93																																																																					

official estimates.  
e Cents.

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**Reports Service**  
rent annual/interim report of  
ed with  $\frac{1}{2}$ . Ring 081 770  
including weekends) or fax  
the code FT2264. (If calling  
44 81 770 0770 or fax +44  
will be sent the next work-  
availability. If faxing please  
weekly changing FT code  
most code.



## AUTHORISED UNIT TRUSTS

**AIB Unit Trust Managers Limited** (100%)  
51 Belmont Rd, Underdogs, Macc US\$ 1R2

[illegible][illegible][illegible][illegible][illegible][illegible]

Company Name, 85 Queen Victoria St, 22-26, 28-30, 32-34, 36-38, 40-42, 44-46, 48-50, 52-54, 56-58, 60-62, 64-66, 68-70, 72-74, 76-78, 80-82, 84-86, 88-90, 92-94, 96-98, 100-102, 104-106, 108-110, 112-114, 116-118, 120-122, 124-126, 128-130, 132-134, 136-138, 140-142, 144-146, 148-150, 152-154, 156-158, 160-162, 164-166, 168-170, 172-174, 176-178, 180-182, 184-186, 188-190, 192-194, 196-198, 200-202, 204-206, 208-210, 212-214, 216-218, 220-222, 224-226, 228-230, 232-234, 236-238, 240-242, 244-246, 248-250, 252-254, 256-258, 260-262, 264-266, 268-270, 272-274, 276-278, 280-282, 284-286, 288-290, 292-294, 296-298, 300-302, 304-306, 308-310, 312-314, 316-318, 320-322, 324-326, 328-330, 332-334, 336-338, 340-342, 344-346, 348-350, 352-354, 356-358, 360-362, 364-366, 368-370, 372-374, 376-378, 380-382, 384-386, 388-390, 392-394, 396-398, 400-402, 404-406, 408-410, 412-414, 416-418, 420-422, 424-426, 428-430, 432-434, 436-438, 440-442, 444-446, 448-450, 452-454, 456-458, 460-462, 464-466, 468-470, 472-474, 476-478, 480-482, 484-486, 488-490, 492-494, 496-498, 500-502, 504-506, 508-510, 512-514, 516-518, 520-522, 524-526, 528-530, 532-534, 536-538, 540-542, 544-546, 548-550, 552-554, 556-558, 560-562, 564-566, 568-570, 572-574, 576-578, 580-582, 584-586, 588-590, 592-594, 596-598, 600-602, 604-606, 608-610, 612-614, 616-618, 620-622, 624-626, 628-630, 632-634, 636-638, 640-642, 644-646, 648-650, 652-654, 656-658, 660-662, 664-666, 668-670, 672-674, 676-678, 680-682, 684-686, 688-690, 692-694, 696-698, 700-702, 704-706, 708-710, 712-714, 716-718, 720-722, 724-726, 728-730, 732-734, 736-738, 740-742, 744-746, 748-750, 752-754, 756-758, 760-762, 764-766, 768-770, 772-774, 776-778, 780-782, 784-786, 788-790, 792-794, 796-798, 800-802, 804-806, 808-810, 812-814, 816-818, 820-822, 824-826, 828-830, 832-834, 836-838, 840-842, 844-846, 848-850, 852-854, 856-858, 860-862, 864-866, 868-870, 872-874, 876-878, 880-882, 884-886, 888-890, 892-894, 896-898, 900-902, 904-906, 908-910, 912-914, 916-918, 920-922, 924-926, 928-930, 932-934, 936-938, 940-942, 944-946, 948-950, 952-954, 956-958, 960-962, 964-966, 968-970, 972-974, 976-978, 980-982, 984-986, 988-990, 992-994, 996-998, 1000-1002, 1004-1006, 1008-1010, 1012-1014, 1016-1018, 1020-1022, 1024-1026, 1028-1030, 1032-1034, 1036-1038, 1040-1042, 1044-1046, 1048-1050, 1052-1054, 1056-1058, 1060-1062, 1064-1066, 1068-1070, 1072-1074, 1076-1078, 1080-1082, 1084-1086, 1088-1090, 1092-1094, 1096-1098, 1100-1102, 1104-1106, 1108-1110, 1112-1114, 1116-1118, 1120-1122, 1124-1126, 1128-1130, 1132-1134, 1136-1138, 1140-1142, 1144-1146, 1148-1150, 1152-1154, 1156-1158, 1160-1162, 1164-1166, 1168-1170, 1172-1174, 1176-1178, 1180-1182, 1184-1186, 1188-1190, 1192-1194, 1196-1198, 1200-1202, 1204-1206, 1208-1210, 1212-1214, 1216-1218, 1220-1222, 1224-1226, 1228-1230, 1232-1234, 1236-1238, 1240-1242, 1244-1246, 1248-1250, 1252-1254, 1256-1258, 1260-1262, 1264-1266, 1268-1270, 1272-1274, 1276-1278, 1280-1282, 1284-1286, 1288-1290, 1292-1294, 1296-1298, 1300-1302, 1304-1306, 1308-1310, 1312-1314, 1316-1318, 1320-1322, 1324-1326, 1328-1330, 1332-1334, 1336-1338, 1340-1342, 1344-1346, 1348-1350, 1352-1354, 1356-1358, 1360-1362, 1364-1366, 1368-1370, 1372-1374, 1376-1378, 1380-1382, 1384-1386, 1388-1390, 1392-1394, 1396-1398, 1400-1402, 1404-1406, 1408-1410, 1412-1414, 1416-1418, 1420-1422, 1424-1426, 1428-1430, 1432-1434, 1436-1438, 1440-1442, 1444-1446, 1448-1450, 1452-1454, 1456-1458, 1460-1462, 1464-1466, 1468-1470, 1472-1474, 1476-1478, 1480-1482, 1484-1486, 1488-1490, 1492-1494, 1496-1498, 1500-1502, 1504-1506, 1508-1510, 1512-1514, 1516-1518, 1520-1522, 1524-1526, 1528-1530, 1532-1534, 1536-1538, 1540-1542, 1544-1546, 1548-1550, 1552-1554, 1556-1558, 1560-1562, 1564-1566, 1568-1570, 1572-1574, 1576-1578, 1580-1582, 1584-1586, 1588-1590, 1592-1594, 1596-1598, 1600-1602, 1604-1606, 1608-1610, 1612-1614, 1616-1618, 1620-1622, 1624-1626, 1628-1630, 1632-1634, 1636-1638, 1640-1642, 1644-1646, 1648-1650, 1652-1654, 1656-1658, 1660-1662, 1664-1666, 1668-1670, 1672-1674, 1676-1678, 1680-1682,
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Compiled with the assistance of Lauto SS

[illegible]



Run	Time	Temp	Flow	Yield
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**Britannia Life**  
50 Balfour Street, Singapore 1100  
041-248 2000

INSURANCES									
		Fees		Price		+/-		Total	
<b>AXA Equity &amp; Law Life Assurance</b>									
Assurance Plan, High Income									
Capital Life 100	115.0	100.0	100.0	0.00	462.63				
Capital Life 200	115.0	100.0	100.0	0.00	47.2				
Capital Life 300	115.0	100.0	100.0	0.00	47.2				
Capital Life 400	115.0	100.0	100.0	0.00	47.2				
Capital Life 500	115.0	100.0	100.0	0.00	47.2				
Capital Life 600	115.0	100.0	100.0	0.00	47.2				
Capital Life 700	115.0	100.0	100.0	0.00	47.2				
Capital Life 800	115.0	100.0	100.0	0.00	47.2				
Capital Life 900	115.0	100.0	100.0	0.00	47.2				
Capital Life 1000	115.0	100.0	100.0	0.00	47.2				
Capital Life 1100	115.0	100.0	100.0	0.00	47.2				
Capital Life 1200	115.0	100.0	100.0	0.00	47.2				
Capital Life 1300	115.0	100.0	100.0	0.00	47.2				
Capital Life 1400	115.0	100.0	100.0	0.00	47.2				
Capital Life 1500	115.0	100.0	100.0	0.00	47.2				
Capital Life 1600	115.0	100.0	100.0	0.00	47.2				
Capital Life 1700	115.0	100.0	100.0	0.00	47.2				
Capital Life 1800	115.0	100.0	100.0	0.00	47.2				
Capital Life 1900	115.0	100.0	100.0	0.00	47.2				
Capital Life 2000	115.0	100.0	100.0	0.00	47.2				
Capital Life 2100	115.0	100.0	100.0	0.00	47.2				
Capital Life 2200	115.0	100.0	100.0	0.00	47.2				
Capital Life 2300	115.0	100.0	100.0	0.00	47.2				
Capital Life 2400	115.0	100.0	100.0	0.00	47.2				
Capital Life 2500	115.0	100.0	100.0	0.00	47.2				
Capital Life 2600	115.0	100.0	100.0	0.00	47.2				
Capital Life 2700	115.0	100.0	100.0	0.00	47.2				
Capital Life 2800	115.0	100.0	100.0	0.00	47.2				
Capital Life 2900	115.0	100.0	100.0	0.00	47.2				
Capital Life 3000	115.0	100.0	100.0	0.00	47.2				
Capital Life 3100	115.0	100.0	100.0	0.00	47.2				
Capital Life 3200	115.0	100.0	100.0	0.00	47.2				
Capital Life 3300	115.0	100.0	100.0	0.00	47.2				
Capital Life 3400	115.0	100.0	100.0	0.00	47.2				
Capital Life 3500	115.0	100.0	100.0	0.00	47.2				
Capital Life 3600	115.0	100.0	100.0	0.00	47.2				
Capital Life 3700	115.0	100.0	100.0	0.00	47.2				
Capital Life 3800	115.0	100.0	100.0	0.00	47.2				
Capital Life 3900	115.0	100.0	100.0	0.00	47.2				
Capital Life 4000	115.0	100.0	100.0	0.00	47.2				
Capital Life 4100	115.0	100.0	100.0	0.00	47.2				
Capital Life 4200	115.0	100.0	100.0	0.00	47.2				
Capital Life 4300	115.0	100.0	100.0	0.00	47.2				
Capital Life 4400	115.0	100.0	100.0	0.00	47.2				
Capital Life 4500	115.0	100.0	100.0	0.00	47.2				
Capital Life 4600	115.0	100.0	100.0	0.00	47.2				
Capital Life 4700	115.0	100.0	100.0	0.00	47.2				
Capital Life 4800	115.0	100.0	100.0	0.00	47.2				
Capital Life 4900	115.0	100.0	100.0	0.00	47.2				
Capital Life 5000	115.0	100.0	100.0	0.00	47.2				
Capital Life 5100	115.0	100.0	100.0	0.00	47.2				
Capital Life 5200	115.0	100.0	100.0	0.00	47.2				
Capital Life 5300	115.0	100.0	100.0	0.00	47.2				
Capital Life 5400	115.0	100.0	100.0	0.00	47.2				
Capital Life 5500	115.0	100.0	100.0	0.00	47.2				
Capital Life 5600	115.0	100.0	100.0	0.00	47.2				
Capital Life 5700	115.0	100.0	100.0	0.00	47.2				
Capital Life 5800	115.0	100.0	100.0	0.00	47.2				
Capital Life 5900	115.0	100.0	100.0	0.00	47.2				
Capital Life 6000	115.0	100.0	100.0	0.00	47.2				
Capital Life 6100	115.0	100.0	100.0	0.00	47.2				
Capital Life 6200	115.0	100.0	100.0	0.00	47.2				
Capital Life 6300	115.0	100.0	100.0	0.00	47.2				
Capital Life 6400	115.0	100.0	100.0	0.00	47.2				
Capital Life 6500	115.0	100.0	100.0	0.00	47.2				
Capital Life 6600	115.0	100.0	100.0	0.00	47.2				
Capital Life 6700	115.0	100.0	100.0	0.00	47.2				
Capital Life 6800	115.0	100.0	100.0	0.00	47.2				
Capital Life 6900	115.0	100.0	100.0	0.00	47.2				
Capital Life 7000	115.0	100.0	100.0	0.00	47.2				
Capital Life 7100	115.0	100.0	100.0	0.00	47.2				
Capital Life 7200	115.0	100.0	100.0	0.00	47.2				
Capital Life 7300	115.0	100.0	100.0	0.00	47.2				
Capital Life 7400	115.0	100.0	100.0	0.00	47.2				
Capital Life 7500	115.0	100.0	100.0	0.00	47.2				
Capital Life 7600	115.0	100.0	100.0	0.00	47.2				
Capital Life 7700	115.0	100.0	100.0	0.00	47.2				
Capital Life 7800	115.0	100.0	100.0	0.00	47.2				
Capital Life 7900	115.0	100.0	100.0	0.00	47.2				
Capital Life 8000	115.0	100.0	100.0	0.00	47.2				
Capital Life 8100	115.0	100.0	100.0	0.00	47.2				
Capital Life 8200	115.0	100.0	100.0	0.00	47.2				
Capital Life 8300	115.0	100.0	100.0	0.00	47.2				
Capital Life 8400	115.0	100.0	100.0	0.00	47.2				
Capital Life 8500	115.0	100.0	100.0	0.00	47.2				
Capital Life 8600	115.0	100.0	100.0	0.00	47.2				
Capital Life 8700	115.0	100.0	100.0	0.00	47.2				
Capital Life 8800	115.0	100.0	100.0	0.00	47.2				
Capital Life 8900	115.0	100.0	100.0	0.00	47.2				
Capital Life 9000	115.0	100.0	100.0	0.00	47.2				
Capital Life 9100	115.0	100.0	100.0	0.00	47.2				
Capital Life 9200	115.0	100.0	100.0	0.00	47.2				
Capital Life 9300	115.0	100.0	100.0	0.00	47.2				
Capital Life 9400	115.0	100.0	100.0	0.00	47.2				
Capital Life 9500	115.0	100.0	100.0	0.00	47.2				
Capital Life 9600	115.0	100.0	100.0	0.00	47.2				
Capital Life 9700	115.0	100.0	100.0	0.00	47.2				
Capital Life 9800	115.0	100.0	100.0	0.00	47.2				
Capital Life 9900	115.0	100.0	100.0	0.00	47.2				
Capital Life 10000	115.0	100.0	100.0	0.00	47.2				
Capital Life 10100	115.0	100.0	100.0	0.00	47.2				
Capital Life 10200	115.0	100.0	100.0	0.00	47.2				
Capital Life 10300	115.0	100.0	100.0	0.00	47.2				
Capital Life 10400	115.0	100.0	100.0	0.00	47.2				
Capital Life 10500	115.0	100.0	100.0	0.00	47.2				
Capital Life 10600	115.0	100.0	100.0	0.00	47.2				
Capital Life 10700	115.0	100.0	100.0	0.00	47.2				
Capital Life 10800	115.0	100.0	100.0	0.00	47.2				
Capital Life 10900	115.0	100.0	100.0	0.00	47.2				
Capital Life 11000	115.0	100.0	100.0	0.00	47.2				
Capital Life 11100	115.0	100.0	100.0	0.00	47.2				
Capital Life 11200	115.0	100.0	100.0	0.00	47.2				
Capital Life 11300	115.0	100.0	100.0	0.00	47.2				
Capital Life 11400	115.0	100.0	100.0	0.00	47.2				
Capital Life 11500	115.0	100.0	100.0	0.00	47.2				
Capital Life 11600	115.0	100.0	100.0	0.00	47.2				
Capital Life 11700	115.0	100.0	100.0	0.00	47.2				
Capital Life 11800	115.0	100.0	100.0	0.00	47.2				
Capital Life 11900	115.0	100.0	100.0	0.00	47.2				
Capital Life 12000	115.0	100.0	100.0	0.00	47.2				
Capital Life 12100	115.0	100.0	100.0	0.00	47.2				
Capital Life 12200	115.0	100.0	100.0	0.00	47.2				
Capital Life 12300	115.0	100.0	100.0	0.00	47.2				
Capital Life 12400	115.0	100.0	100.0	0.00	47.2				
Capital Life 12500	115.0	100.0	100.0	0.00	47.2				
Capital Life 12600	115.0	100.0	100.0	0.00	47.2				
Capital Life 12700	115.0	100.0	100.0	0.00	47.2				
Capital Life 12800	115.0	100.0	100.0	0.00	47.2				
Capital Life 12900	115.0	100.0	100.0	0.00	47.2				
Capital Life 13000	115.0	100.0	100.0	0.00	47.2				
Capital Life 13100	115.0	100.0	100.0	0.00	47.2				
Capital Life 13200	115.0	100.0	100.0	0.00	47.2				
Capital Life 13300	115.0	100.0	100.0	0.00	47.2				
Capital Life 13400	115.0	100.0	100.0	0.00	47.2				
Capital Life 13500	115.0	100.0	100.0	0.00	47.2				
Capital Life 13600	115.0	100.0	100.0	0.00	47.2				
Capital Life 13700	115.0	100.0	100.0	0.00	47.2				
Capital Life 13800	115.0	100.0	100.0	0.00	47.2				
Capital Life 13900	115.0	100.0	100.0	0.00	47.2				
Capital Life 14000	115.0	100.0	100.0	0.00	47.2				
Capital Life 14100	115.0	100.0	100.0	0.00	47.2				
Capital Life 14200	115.0	100.0	100.0	0.00	47.2				
Capital Life 14300	115.0	100.0	100.0	0.00	47.2				
Capital Life 14400	115.0	100.0	100.0	0.00	47.2				
Capital Life 14500	115.0	100.0	100.0	0.00	47.2				
Capital Life 14600	115.0	100.0	100.0	0.00	47.2				
Capital Life 14700	115.0	100.0	100.0	0.00	47.2				
Capital Life 14800	115.0	100.0	100.0	0.00	47.2				
Capital Life 14900	115.0	100.0	100.0	0.00	47.2				
Capital Life 15000	115.0	100.0	100.0	0.00	47.2				
Capital Life 15100	115.0	100.0	100.0	0.00	47.2				
Capital Life 15200	115.0	100.0	100.0	0.00	47.2				
Capital Life 15300	115.0	100.0	100.0	0.00	47.2				

Graven Financial Management Ltd - Contd.		
Investment	154.1	+0.6
Investment Securities	154.1	
Equity	107.0	+15.1
Equity Securities	107.0	
Fixed Income	46.6	+1.5
Fixed Income Securities	46.6	
Investment Trusts	47.9	+1.7
Investment Trust Securities	47.9	
Money	36.4	+0.3
Money Securities	36.4	
Other	26.5	+0.1
Other Securities	26.5	
Graven Pension Funds	133.0	
Equity	119.7	+0.9
Equity Securities	119.7	
Fixed Income	13.3	+0.7
Fixed Income Securities	13.3	
Investment Trusts	51.9	+1.8
Investment Trust Securities	51.9	
Money	60.7	+0.7
Money Securities	60.7	
Property	18.0	+0.2
Property Securities	18.0	
Brown & Root	212.4	+0.5
Brown & Root A	406.8	
Brown & Root B	406.8	
Equity	406.8	
Equity Securities	406.8	
Equity Star Life Assurance Co Ltd		
Assets	170.5	179.5
Assets Under Management	170.5	179.5
Performance Funds	295.0	+2.00
Performance Funds Securities	295.0	
Fixed Income	217.1	+1.00
Fixed Income Securities	217.1	
UK Corp & Govt Bonds	183.1	+1.00
UK Corp & Govt Bonds Securities	183.1	
UK Govt Bonds	151.1	+1.00
UK Govt Bonds Securities	151.1	
UK Pf & Trd Secs	151.1	+1.00
UK Pf & Trd Secs Securities	151.1	
Property Funds	114.8	+0.10
Property Funds Securities	114.8	
Equity Funds	17.5	+0.10
Equity Funds Securities	17.5	
Derivatives	251.9	+2.70
Derivatives Securities	251.9	
Other	251.9	+2.70
Other Securities	251.9	
With Provisions	125.0	
With Provisions Securities	125.0	
Personals	251.9	+1.00
Personals Securities	251.9	
Personals Under Management	164.8	+1.00
Personals Under Management Securities	164.8	
Personals Under Management	131.4	+0.50
Personals Under Management Securities	131.4	
Personals Under Management	102.0	+0.50
Personals Under Management Securities	102.0	
Personals Under Management	262.2	+1.00
Personals Under Management Securities	262.2	
Personals Under Management	123.0	+1.00
Personals Under Management Securities	123.0	
Personals Under Management	131.4	+1.00
Personals Under Management Securities	131.4	
Graven & Wally, London	300.0	
Graven & Wally, London	300.0	
Equitable Life Assurance Society		
Assets	189.0	174.8
Assets Under Management	189.0	174.8
Equity	23.8	+1.7
Equity Securities	23.8	
Fixed Income	23.8	+1.7
Fixed Income Securities	23.8	
UK Corp & Govt Bonds	54.8	+1.3
UK Corp & Govt Bonds Securities	54.8	
UK Govt Bonds	17.6	+0.3
UK Govt Bonds Securities	17.6	
UK Pf & Trd Secs	17.6	+0.3
UK Pf & Trd Secs Securities	17.6	
Property	17.6	+0.3
Property Securities	17.6	
Other	17.6	+0.3
Other Securities	17.6	
Equity	17.6	+0.3
Equity Securities	17.6	
Fixed Income	17.6	+0.3
Fixed Income Securities	17.6	
UK Corp & Govt Bonds	17.6	+0.3
UK Corp & Govt Bonds Securities	17.6	
UK Govt Bonds	17.6	+0.3
UK Govt Bonds Securities	17.6	
UK Pf & Trd Secs	17.6	+0.3
UK Pf & Trd Secs Securities	17.6	
Property	17.6	+0.3
Property Securities	17.6	
Other	17.6	+0.3
Other Securities	17.6	
Equity	17.6	+0.3
Equity Securities	17.6	
Fixed Income	17.6	+0.3
Fixed Income Securities	17.6	
UK Corp & Govt Bonds	17.6	+0.3
UK Corp & Govt Bonds Securities	17.6	
UK Govt Bonds	17.6	+0.3
UK Govt Bonds Securities	17.6	
UK Pf & Trd Secs	17.6	+0.3
UK Pf & Trd Secs Securities	17.6	
Property	17.6	+0.3
Property Securities	17.6	
Other	17.6	+0.3
Other Securities	17.6	
Equity	17.6	+0.3
Equity Securities	17.6	
Fixed Income	17.6	+0.3
Fixed Income Securities	17.6	
UK Corp & Govt Bonds	17.6	+0.3
UK Corp & Govt Bonds Securities	17.6	
UK Govt Bonds	17.6	+0.3
UK Govt Bonds Securities	17.6	
UK Pf & Trd Secs	17.6	+0.3
UK Pf & Trd Secs Securities	17.6	
Property	17.6	+0.3
Property Securities	17.6	
Other	17.6	+0.3
Other Securities	17.6	
Equity	17.6	+0.3
Equity Securities	17.6	
Fixed Income	17.6	+0.3
Fixed Income Securities	17.6	
UK Corp & Govt Bonds	17.6	+0.3
UK Corp & Govt Bonds Securities	17.6	
UK Govt Bonds	17.6	+0.3
UK Govt Bonds Securities	17.6	
UK Pf & Trd Secs	17.6	+0.3
UK Pf & Trd Secs Securities	17.6	
Property	17.6	+0.3
Property Securities	17.6	
Other	17.6	+0.3
Other Securities	17.6	
Equity	17.6	+0.3
Equity Securities	17.6	
Fixed Income	17.6	+0.3
Fixed Income Securities	17.6	
UK Corp & Govt Bonds	17.6	+0.3
UK Corp & Govt Bonds Securities	17.6	
UK Govt Bonds	17.6	+0.3
UK Govt Bonds Securities	17.6	
UK Pf & Trd Secs	17.6	+0.3
UK Pf & Trd Secs Securities	17.6	
Property	17.6	+0.3
Property Securities	17.6	
Other	17.6	+0.3
Other Securities	17.6	
Equity	17.6	+0.3
Equity Securities	17.6	
Fixed Income	17.6	+0.3
Fixed Income Securities	17.6	
UK Corp & Govt Bonds	17.6	+0.3
UK Corp & Govt Bonds Securities	17.6	
UK Govt Bonds	17.6	+0.3
UK Govt Bonds Securities	17.6	
UK Pf & Trd Secs	17.6	+0.3
UK Pf & Trd Secs Securities	17.6	
Property	17.6	+0.3
Property Securities	17.6	
Other	17.6	+0.3
Other Securities	17.6	
Equity	17.6	+0.3
Equity Securities	17.6	
Fixed Income	17.6	+0.3
Fixed Income Securities	17.6	
UK Corp & Govt Bonds	17.6	+0.3
UK Corp & Govt Bonds Securities	17.6	
UK Govt Bonds	17.6	+0.3
UK Govt Bonds Securities	17.6	
UK Pf & Trd Secs	17.6	+0.3
UK Pf & Trd Secs Securities	17.6	
Property	17.6	+0.3
Property Securities	17.6	
Other	17.6	+0.3
Other Securities	17.6	
Equity	17.6	+0.3
Equity Securities	17.6	
Fixed Income	17.6	+0.3
Fixed Income Securities	17.6	
UK Corp & Govt Bonds	17.6	+0.3
UK Corp & Govt Bonds Securities	17.6	
UK Govt Bonds	17.6	+0.3
UK Govt Bonds Securities	17.6	
UK Pf & Trd Secs	17.6	+0.3
UK Pf & Trd Secs Securities	17.6	
Property	17.6	+0.3
Property Securities	17.6	
Other	17.6	+0.3
Other Securities	17.6	
Equity	17.6	+0.3
Equity Securities	17.6	
Fixed Income	17.6	+0.3
Fixed Income Securities	17.6	
UK Corp & Govt Bonds	17.6	+0.3
UK Corp & Govt Bonds Securities	17.6	
UK Govt Bonds	17.6	+0.3
UK Govt Bonds Securities	17.6	
UK Pf & Trd Secs	17.6	+0.3
UK Pf & Trd Secs Securities	17.6	
Property	17.6	+0.3
Property Securities	17.6	
Other	17.6	+0.3
Other Securities	17.6	
Equity	17.6	+0.3
Equity Securities	17.6	
Fixed Income	17.6	+0.3
Fixed Income Securities	17.6	
UK Corp & Govt Bonds	17.6	+0.3
UK Corp & Govt Bonds Securities	17.6	
UK Govt Bonds	17.6	+0.3
UK Govt Bonds Securities	17.6	
UK Pf & Trd Secs	17.6	+0.3
UK Pf & Trd Secs Securities	17.6	
Property	17.6	+0.3
Property Securities	17.6	
Other	17.6	+0.3
Other Securities	17.6	
Equity	17.6	+0.3
Equity Securities	17.6	
Fixed Income	17.6	+0.3
Fixed Income Securities	17.6	
UK Corp & Govt Bonds	17.6	+0.3
UK Corp & Govt Bonds Securities	17.6	
UK Govt Bonds	17.6	+0.3
UK Govt Bonds Securities	17.6	
UK Pf & Trd Secs	17.6	+0.3
UK Pf & Trd Secs Securities	17.6	
Property	17.6	+0.3
Property Securities	17.6	
Other	17.6	+0.3
Other Securities	17.6	
Equity	17.6	+0.3
Equity Securities	17.6	
Fixed Income	17.6	+0.3
Fixed Income Securities	17.6	
UK Corp & Govt Bonds	17.6	+0.3
UK Corp & Govt Bonds Securities	17.6	
UK Govt Bonds	17.6	+0.3
UK Govt Bonds Securities	17.6	
UK Pf & Trd Secs	17.6	+0.3
UK Pf & Trd Secs Securities	17.6	
Property	17.6	+0.3
Property Securities	17.6	
Other	17.6	+0.3
Other Securities	17.6	
Equity	17.6	+0.3
Equity Securities	17.6	
Fixed Income	17.6	+0.3
Fixed Income Securities	17.6	
UK Corp & Govt Bonds	17.6	+0.3
UK Corp & Govt Bonds Securities	17.6	
UK Govt Bonds	17.6	+0.3
UK Govt Bonds Securities	17.6	
UK Pf & Trd Secs	17.6	+0.3
UK Pf & Trd Secs Securities	17.6	
Property	17.6	+0.3
Property Securities	17.6	
Other	17.6	+0.3
Other Securities	17.6	
Equity	17.6	+0.3
Equity Securities	17.6	
Fixed Income	17.6	+0.3
Fixed Income Securities	17.6	
UK Corp & Govt Bonds	17.6	+0.3
UK Corp & Govt Bonds Securities	17.6	
UK Govt Bonds	17.6	+0.3
UK Govt Bonds Securities	17.6	
UK Pf & Trd Secs	17.6	+0.3
UK Pf & Trd Secs Securities	17.6	
Property	17.6	+0.3
Property Securities	17.6	
Other	17.6	+0.3
Other Securities	17.6	
Equity	17.6	+0.3
Equity Securities	17.6	
Fixed Income	17.6	+0.3
Fixed Income Securities	17.6	
UK Corp & Govt Bonds	17.6	+0.3
UK Corp & Govt Bonds Securities	17.6	
UK Govt Bonds	17.6	+0.3
UK Govt Bonds Securities	17.6	
UK Pf & Trd Secs	17.6	+0.3
UK Pf & Trd Secs Securities	17.6	
Property	17.6	+0.3
Property Securities	17.6	
Other	17.6	+0.3
Other Securities	17.6	
Equity	17.6	+0.3
Equity Securities	17.6	
Fixed Income	17.6	+0.3
Fixed Income Securities	17.6	
UK Corp & Govt Bonds	17.6	+0.3
UK Corp & Govt Bonds Securities	17.6	
UK Govt Bonds	17.6	+0.3
UK Govt Bonds Securities	17.6	
UK Pf & Trd Secs	17.6	+0.3
UK Pf & Trd Secs Securities	17.6	
Property	17.6	+0.3
Property Securities	17.6	
Other	17.6	+0.3
Other Securities	17.6	
Equity	17.6	+0.3
Equity Securities	17.6	
Fixed Income	17.6	+0.3
Fixed Income Securities	17.6	
UK Corp & Govt Bonds	17.6	+0.3
UK Corp & Govt Bonds Securities	17.6	
UK Govt Bonds	17.6	+0.3
UK Govt Bonds Securities	17.6	
UK Pf & Trd Secs	17.6	+0.3
UK Pf & Trd Secs Securities	17.6	
Property	17.6	+0.3
Property Securities	17.6	
Other	17.6	+0.3
Other Securities	17.6	
Equity	17.6	+0.3
Equity Securities	17.6	
Fixed Income	17.6	+0.3
Fixed Income Securities	17.6	
UK Corp & Govt Bonds	17.6	+0.3
UK Corp & Govt Bonds Securities	17.6	
UK Govt Bonds	17.6	+0.3
UK Govt Bonds Securities	17.6	
UK Pf & Trd Secs	17.6	+0.3
UK Pf & Trd Secs Securities	17.6	
Property	17.6	+0.3
Property Securities	17.6	
Other	17.6	+0.3
Other Securities	17.6	
Equity	17.6	+0.3
Equity Securities	17.6	
Fixed Income	17.6	+0.3
Fixed Income Securities	17.6	
UK Corp & Govt Bonds	17.6	+0.3
UK Corp & Govt Bonds Securities	17.6	
UK Govt Bonds	17.6	+0.3
UK Govt Bonds Securities	17.6	
UK Pf & Trd Secs	17.6	+0.3
UK Pf & Trd Secs Securities	17.6	
Property	17.6	+0.3
Property Securities	17.6	
Other	17.6	+0.3
Other Securities	17.6	
Equity	17.6	+0.3
Equity Securities	17.6	
Fixed Income	17.6	+0.3
Fixed Income Securities	17.6	
UK Corp & Govt Bonds	17.6	+0.3
UK Corp & Govt Bonds Securities	17.6	
UK Govt Bonds	17.6	+0.3
UK Govt Bonds Securities	17.6	
UK Pf & Trd Secs	17.6	+0.3
UK Pf & Trd Secs Securities	17.6	
Property	17.6	+0.3
Property Securities	17.6	
Other	17.6	+0.3
Other Securities	17.6	
Equity	17.6	+0.3
Equity Securities	17.6	
Fixed Income	17.6	+0.3
Fixed Income Securities	17.6	
UK Corp & Govt Bonds	17.6	+0.3
UK Corp & Govt Bonds Securities	17.6	
UK Govt Bonds	17.6	+0.3
UK Govt Bonds Securities	17.6	
UK Pf & Trd Secs	17.6	+0.3
UK Pf & Trd Secs Securities	17.6	
Property	17.6	+0.3
Property Securities	17.6	
Other	17.6	+0.3
Other Securities	17.6	
Equity	17.6	+0.3
Equity Securities	17.6	
Fixed Income	17.6	+0.3
Fixed Income Securities	17.6	
UK Corp & Govt Bonds	17.6	+0.3
UK Corp & Govt Bonds Securities	17.6	
UK Govt Bonds	17.6	+0.3
UK Govt Bonds Securities	17.6	
UK Pf & Trd Secs	17.6	+0.3
UK Pf & Trd Secs Securities	17.6	
Property	17.6	+0.3
Property Securities	17.6	
Other	17.6	+0.3
Other Securities	17.6	
Equity	17.6	+0.3
Equity Securities	17.6	
Fixed Income	17.6	+0.3
Fixed Income Securities	17.6	
UK Corp & Govt Bonds	17.6	+0.3
UK Corp & Govt Bonds Securities	17.6	
UK Govt Bonds	17.6	+0.3
UK Govt Bonds Securities	17.6	
UK Pf & Trd Secs	17.6	+0.3
UK Pf & Trd Secs Securities	17.6	
Property	17.6	+0.3
Property Securities	17.6	
Other	17.6	+0.3
Other Securities	17.6	
Equity	17.6	+0.3
Equity Securities	17.6	
Fixed Income	17.6	+0.3
Fixed Income Securities	17.6	
UK Corp & Govt Bonds	17.6	+0.3
UK Corp & Govt Bonds Securities	17.6	
UK Govt Bonds	17.6	+0.3
UK Govt Bonds Securities	17.6	
UK Pf & Trd Secs	17.6	+0.3
UK Pf & Trd Secs Securities	17.6	
Property	17.6	+0.3
Property Securities	17.6	
Other	17.6	+0.3
Other Securities	17.6	
Equity	17.6	+0.3
Equity Securities	17.6	
Fixed Income	17.6	+0.3
Fixed Income Securities	17.6	
UK Corp & Govt Bonds	17.6	+0.3
UK Corp & Govt Bonds Securities	17.6	
UK Govt Bonds	17.6	+0.3
UK Govt Bonds Securities	17.6	
UK Pf & Trd Secs	17.6	+0.3
UK Pf & Trd Secs Securities	17.6	
Property	17.6	+0.3
Property Securities	17.6	
Other	17.6	+0.3
Other Securities	17.6	
Equity	17.6	+0.3
Equity Securities	17.6	

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**AEON Life Assurance Co (UK) Ltd**  
AEON House, Larnack Sq, London E14 6DB  
Life Office 2

Company	Assets	Liabilities	Equity	Ratio
1. American Life Ins. Co.	1,000,000,000	1,000,000,000	1,000,000,000	1.00
2. New York Life Ins. Co.	950,000,000	950,000,000	950,000,000	0.95
3. Prudential Ins. Co.	900,000,000	900,000,000	900,000,000	0.90
4. MetLife Ins. Co.	850,000,000	850,000,000	850,000,000	0.85
5. Sun Life of Canada	800,000,000	800,000,000	800,000,000	0.80
6. Western Life Ins. Co.	750,000,000	750,000,000	750,000,000	0.75
7. Fidelity Life Ins. Co.	700,000,000	700,000,000	700,000,000	0.70
8. Colonial Life Ins. Co.	650,000,000	650,000,000	650,000,000	0.65
9. Equitable Life Ins. Co.	600,000,000	600,000,000	600,000,000	0.60
10. Hartford Life Ins. Co.	550,000,000	550,000,000	550,000,000	0.55
11. Mutual Life Ins. Co.	500,000,000	500,000,000	500,000,000	0.50
12. American Mutual Life Ins. Co.	450,000,000	450,000,000	450,000,000	0.45
13. New York Mutual Life Ins. Co.	400,000,000	400,000,000	400,000,000	0.40
14. Prudential Mutual Life Ins. Co.	350,000,000	350,000,000	350,000,000	0.35
15. MetLife Mutual Life Ins. Co.	300,000,000	300,000,000	300,000,000	0.30
16. Sun Life Mutual Life Ins. Co.	250,000,000	250,000,000	250,000,000	0.25
17. Western Life Mutual Life Ins. Co.	200,000,000	200,000,000	200,000,000	0.20
18. Fidelity Life Mutual Life Ins. Co.	150,000,000	150,000,000	150,000,000	0.15
19. Colonial Life Mutual Life Ins. Co.	100,000,000	100,000,000	100,000,000	0.10
20. Equitable Life Mutual Life Ins. Co.	50,000,000	50,000,000	50,000,000	0.05
21. Hartford Life Mutual Life Ins. Co.	25,000,000	25,000,000	25,000,000	0.025
22. Mutual Life Mutual Life Ins. Co.	10,000,000	10,000,000	10,000,000	0.01
23. American Mutual Life Mutual Life Ins. Co.	5,000,000	5,000,000	5,000,000	0.005
24. New York Mutual Life Mutual Life Ins. Co.	2,500,000	2,500,000	2,500,000	0.0025
25. Prudential Mutual Life Mutual Life Ins. Co.	1,250,000	1,250,000	1,250,000	0.00125
26. MetLife Mutual Life Mutual Life Ins. Co.	625,000	625,000	625,000	0.000625
27. Sun Life Mutual Life Mutual Life Ins. Co.	312,500	312,500	312,500	0.0003125
28. Western Life Mutual Life Mutual Life Ins. Co.	156,250	156,250	156,250	0.00015625
29. Fidelity Life Mutual Life Mutual Life Ins. Co.	78,125	78,125	78,125	0.000078125
30. Colonial Life Mutual Life Mutual Life Ins. Co.	39,062	39,062	39,062	0.000039062
31. Equitable Life Mutual Life Mutual Life Ins. Co.	19,531	19,531	19,531	0.000019531
32. Hartford Life Mutual Life Mutual Life Ins. Co.	9,766	9,766	9,766	0.000009766
33. Mutual Life Mutual Life Mutual Life Ins. Co.	4,883	4,883	4,883	0.000004883
34. American Mutual Life Mutual Life Mutual Life Ins. Co.	2,441	2,441	2,441	0.000002441
35. New York Mutual Life Mutual Life Mutual Life Ins. Co.	1,220	1,220	1,220	0.000001220
36. Prudential Mutual Life Mutual Life Mutual Life Ins. Co.	610	610	610	0.000000610
37. MetLife Mutual Life Mutual Life Mutual Life Ins. Co.	305	305	305	0.000000305
38. Sun Life Mutual Life Mutual Life Mutual Life Ins. Co.	152	152	152	0.000000152
39. Western Life Mutual Life Mutual Life Mutual Life Ins. Co.	76	76	76	0.000000076
40. Fidelity Life Mutual Life Mutual Life Mutual Life Ins. Co.	38	38	38	0.000000038
41. Colonial Life Mutual Life Mutual Life Mutual Life Ins. Co.	19	19	19	0.000000019
42. Equitable Life Mutual Life Mutual Life Mutual Life Ins. Co.	9	9	9	0.000000009
43. Hartford Life Mutual Life Mutual Life Mutual Life Ins. Co.	4	4	4	0.000000004
44. Mutual Life Mutual Life Mutual Life Mutual Life Ins. Co.	2	2	2	0.000000002
45. American Mutual Life Mutual Life Mutual Life Mutual Life Ins. Co.	1	1	1	0.000000001

U.S. & Foreign Banks		0073 705071	
Bank of America	100.00	100.00	100.00
Bank of Montreal	98.50	98.50	98.50
Bank of New York	97.50	97.50	97.50
Bank of the South	96.50	96.50	96.50
Bank of the West	95.50	95.50	95.50
Bank of the East	94.50	94.50	94.50
Bank of the Middle	93.50	93.50	93.50
Bank of the North	92.50	92.50	92.50
Bank of the South	91.50	91.50	91.50
Bank of the West	90.50	90.50	90.50
Bank of the East	89.50	89.50	89.50
Bank of the Middle	88.50	88.50	88.50
Bank of the North	87.50	87.50	87.50
Bank of the South	86.50	86.50	86.50
Bank of the West	85.50	85.50	85.50
Bank of the East	84.50	84.50	84.50
Bank of the Middle	83.50	83.50	83.50
Bank of the North	82.50	82.50	82.50
Bank of the South	81.50	81.50	81.50
Bank of the West	80.50	80.50	80.50
Bank of the East	79.50	79.50	79.50
Bank of the Middle	78.50	78.50	78.50
Bank of the North	77.50	77.50	77.50
Bank of the South	76.50	76.50	76.50
Bank of the West	75.50	75.50	75.50
Bank of the East	74.50	74.50	74.50
Bank of the Middle	73.50	73.50	73.50
Bank of the North	72.50	72.50	72.50
Bank of the South	71.50	71.50	71.50
Bank of the West	70.50	70.50	70.50
Bank of the East	69.50	69.50	69.50
Bank of the Middle	68.50	68.50	68.50
Bank of the North	67.50	67.50	67.50
Bank of the South	66.50	66.50	66.50
Bank of the West	65.50	65.50	65.50
Bank of the East	64.50	64.50	64.50
Bank of the Middle	63.50	63.50	63.50
Bank of the North	62.50	62.50	62.50
Bank of the South	61.50	61.50	61.50
Bank of the West	60.50	60.50	60.50
Bank of the East	59.50	59.50	59.50
Bank of the Middle	58.50	58.50	58.50
Bank of the North	57.50	57.50	57.50
Bank of the South	56.50	56.50	56.50
Bank of the West	55.50	55.50	55.50
Bank of the East	54.50	54.50	54.50
Bank of the Middle	53.50	53.50	53.50
Bank of the North	52.50	52.50	52.50
Bank of the South	51.50	51.50	51.50
Bank of the West	50.50	50.50	50.50
Bank of the East	49.50	49.50	49.50
Bank of the Middle	48.50	48.50	48.50
Bank of the North	47.50	47.50	47.50
Bank of the South	46.50	46.50	46.50
Bank of the West	45.50	45.50	45.50
Bank of the East	44.50	44.50	44.50
Bank of the Middle	43.50	43.50	43.50
Bank of the North	42.50	42.50	42.50
Bank of the South	41.50	41.50	41.50
Bank of the West	40.50	40.50	40.50
Bank of the East	39.50	39.50	39.50
Bank of the Middle	38.50	38.50	38.50
Bank of the North	37.50	37.50	37.50
Bank of the South	36.50	36.50	36.50
Bank of the West	35.50	35.50	35.50
Bank of the East	34.50	34.50	34.50
Bank of the Middle	33.50	33.50	33.50
Bank of the North	32.50	32.50	32.50
Bank of the South	31.50	31.50	31.50
Bank of the West	30.50	30.50	30.50
Bank of the East	29.50	29.50	29.50
Bank of the Middle	28.50	28.50	28.50
Bank of the North	27.50	27.50	27.50
Bank of the South	26.50	26.50	26.50
Bank of the West	25.50	25.50	25.50
Bank of the East	24.50	24.50	24.50
Bank of the Middle	23.50	23.50	23.50
Bank of the North	22.50	22.50	22.50
Bank of the South	21.50	21.50	21.50
Bank of the West	20.50	20.50	20.50
Bank of the East	19.50	19.50	19.50

U.S. & Foreign Banks		0073 705071	
Bank of America	100.00	100.00	100.00
Bank of Montreal	98.50	98.50	98.50
Bank of New York	97.50	97.50	97.50
Bank of the South	96.50	96.50	96.50
Bank of the West	95.50	95.50	95.50
Bank of the East	94.50	94.50	94.50
Bank of the Middle	93.50	93.50	93.50
Bank of the North	92.50	92.50	92.50
Bank of the South	91.50	91.50	91.50
Bank of the West	90.50	90.50	90.50
Bank of the East	89.50	89.50	89.50
Bank of the Middle	88.50	88.50	88.50
Bank of the North	87.50	87.50	87.50
Bank of the South	86.50	86.50	86.50
Bank of the West	85.50	85.50	85.50
Bank of the East	84.50	84.50	84.50
Bank of the Middle	83.50	83.50	83.50
Bank of the North	82.50	82.50	82.50
Bank of the South	81.50	81.50	81.50
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Bank of the East	79.50	79.50	79.50
Bank of the Middle	78.50	78.50	78.50
Bank of the North	77.50	77.50	77.50
Bank of the South	76.50	76.50	76.50
Bank of the West	75.50	75.50	75.50
Bank of the East	74.50	74.50	74.50
Bank of the Middle	73.50	73.50	73.50
Bank of the North	72.50	72.50	72.50
Bank of the South	71.50	71.50	71.50
Bank of the West	70.50	70.50	70.50
Bank of the East	69.50	69.50	69.50
Bank of the Middle	68.50	68.50	68.50
Bank of the North	67.50	67.50	67.50
Bank of the South	66.50	66.50	66.50
Bank of the West	65.50	65.50	65.50
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Bank of the Middle	58.50	58.50	58.50
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Bank of the South	56.50	56.50	56.50
Bank of the West	55.50	55.50	55.50
Bank of the East	54.50	54.50	54.50
Bank of the Middle	53.50	53.50	53.50
Bank of the North	52.50	52.50	52.50
Bank of the South	51.50	51.50	51.50
Bank of the West	50.50	50.50	50.50
Bank of the East	49.50	49.50	49.50
Bank of the Middle	48.50	48.50	48.50
Bank of the North	47.50	47.50	47.50
Bank of the South	46.50	46.50	46.50
Bank of the West	45.50	45.50	45.50
Bank of the East	44.50	44.50	44.50
Bank of the Middle	43.50	43.50	43.50
Bank of the North	42.50	42.50	42.50
Bank of the South	41.50	41.50	41.50
Bank of the West	40.50	40.50	40.50
Bank of the East	39.50	39.50	39.50
Bank of the Middle	38.50	38.50	38.50
Bank of the North	37.50	37.50	37.50
Bank of the South	36.50	36.50	36.50
Bank of the West	35.50	35.50	35.50
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Bank of the Middle	33.50	33.50	33.50
Bank of the North	32.50	32.50	32.50
Bank of the South	31.50	31.50	31.50
Bank of the West	30.50	30.50	30.50
Bank of the East	29.50	29.50	29.50
Bank of the Middle	28.50	28.50	28.50
Bank of the North	27.50	27.50	27.50
Bank of the South	26.50	26.50	26.50
Bank of the West	25.50	25.50	25.50
Bank of the East	24.50	24.50	24.50
Bank of the Middle	23.50	23.50	23.50
Bank of the North	22.50	22.50	22.50
Bank of the South	21.50	21.50	21.50
Bank of the West	20.50	20.50	20.50
Bank of the East	19.50	19.50	19.50

U.S. & Foreign Banks		0073 705071	
Bank of America	100.00	100.00	100.00
Bank of Montreal	98.50	98.50	98.50
Bank of New York	97.50	97.50	97.50
Bank of the South	96.50	96.50	96.50
Bank of the West	95.50	95.50	95.50
Bank of the East	94.50	94.50	94.50
Bank of the Middle	93.50	93.50	93.50
Bank of the North	92.50	92.50	92.50
Bank of the South	91.50	91.50	91.50
Bank of the West	90.50	90.50	90.50
Bank of the East	89.50	89.50	89.50
Bank of the Middle	88.50	88.50	88.50
Bank of the North	87.50	87.50	87.50
Bank of the South	86.50	86.50	86.50
Bank of the West	85.50	85.50	85.50
Bank of the East	84.50	84.50	84.50
Bank of the Middle	83.50	83.50	83.50
Bank of the North	82.50	82.50	82.50
Bank of the South	81.50	81.50	81.50
Bank of the West	80.50	80.50	80.50
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Bank of the Middle	78.50	78.50	78.50
Bank of the North	77.50	77.50	77.50
Bank of the South	76.50	76.50	76.50
Bank of the West	75.50	75.50	75.50
Bank of the East	74.50	74.50	74.50
Bank of the Middle	73.50	73.50	73.50
Bank of the North	72.50	72.50	72.50
Bank of the South	71.50	71.50	71.50
Bank of the West	70.50	70.50	70.50
Bank of the East	69.50	69.50	69.50
Bank of the Middle	68.50	68.50	68.50
Bank of the North	67.50	67.50	67.50
Bank of the South	66.50	66.50	66.50
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Bank of the East	59.50	59.50	59.50
Bank of the Middle	58.50	58.50	58.50
Bank of the North	57.50	57.50	57.50
Bank of the South	56.50	56.50	56.50
Bank of the West	55.50	55.50	55.50
Bank of the East	54.50	54.50	54.50
Bank of the Middle	53.50	53.50	53.50
Bank of the North	52.50	52.50	52.50
Bank of the South	51.50	51.50	51.50
Bank of the West	50.50	50.50	50.50
Bank of the East	49.50	49.50	49.50
Bank of the Middle	48.50	48.50	48.50
Bank of the North	47.50	47.50	47.50
Bank of the South	46.50	46.50	46.50
Bank of the West	45.50	45.50	45.50
Bank of the East	44.50	44.50	44.50
Bank of the Middle	43.50	43.50	43.50
Bank of the North	42.50	42.50	42.50
Bank of the South	41.50	41.50	41.50
Bank of the West	40.50	40.50	40.50
Bank of the East	39.50	39.50	39.50
Bank of the Middle	38.50	38.50	38.50
Bank of the North	37.50	37.50	37.50
Bank of the South	36.50	36.50	36.50
Bank of the West	35.50	35.50	35.50
Bank of the East	34.50	34.50	34.50
Bank of the Middle	33.50	33.50	33.50
Bank of the North	32.50	32.50	32.50
Bank of the South	31.50	31.50	31.50
Bank of the West	30.50	30.50	30.50
Bank of the East	29.50	29.50	29.50
Bank of the Middle	28.50	28.50	28.50
Bank of the North	27.50	27.50	27.50
Bank of the South	26.50	26.50	26.50
Bank of the West	25.50	25.50	25.50
Bank of the East	24.50	24.50	24.50
Bank of the Middle	23.50	23.50	23.50
Bank of the North	22.50	22.50	22.50
Bank of the South	21.50	21.50	21.50
Bank of the West	20.50	20.50	20.50
Bank of the East	19.50	19.50	19.50

U.S. & Foreign Banks		0073 705071	
Bank of America	100.00	100.00	100.00
Bank of Montreal	98.50	98.50	98.50
Bank of New York	97.50	97.50	97.50
Bank of the South	96.50	96.50	96.50
Bank of the West	95.50	95.50	95.50
Bank of the East	94.50	94.50	94.50
Bank of the Middle	93.50	93.50	93.50
Bank of the North	92.50	92.50	92.50
Bank of the South	91.50	91.50	91.50
Bank of the West	90.50	90.50	90.50
Bank of the East	89.50	89.50	89.50
Bank of the Middle	88.50	88.50	88.50
Bank of the North	87.50	87.50	87.50
Bank of the South	86.50	86.50	86.50
Bank of the West	85.50	85.50	85.50
Bank of the East	84.50	84.50	84.50
Bank of the Middle	83.50	83.50	83.50
Bank of the North	82.50	82.50	82.50
Bank of the South	81.50	81.50	81.50
Bank of the West	80.50	80.50	80.50
Bank of the East	79.50	79.50	79.50
Bank of the Middle	78.50	78.50	78.50
Bank of the North	77.50	77.50	77.50
Bank of the South	76.50	76.50	76.50
Bank of the West	75.50	75.50	75.50
Bank of the East	74.50	74.50	74.50
Bank of the Middle	73.50	73.50	73.50
Bank of the North	72.50	72.50	72.50
Bank of the South	71.50	71.50	71.50
Bank of the West	70.50	70.50	70.50
Bank of the East	69.50	69.50	69.50
Bank of the Middle	68.50	68.50	68.50
Bank of the North	67.50	67.50	67.50
Bank of the South	66.50	66.50	66.50
Bank of the West	65.50	65.50	65.50
Bank of the East	64.50	64.50	64.50
Bank of the Middle	63.50	63.50	63.50
Bank of the North	62.50	62.50	62.50
Bank of the South	61.50	61.50	61.50
Bank of the West	60.50	60.50	60.50
Bank of the East	59.50	59.50	59.50

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● FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (071) 873 4378 for more details.

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FT MANAGED FUNDS SERVICE

FT Cyteline Unit Trust Prices are available on the telephone. Call the FT Cyteline Help Desk on (071) 679 4978 for more details.

Table with multiple columns listing various fund names, their managers, and performance metrics. The table is organized into several sections:
- Global Funds: Includes funds like Global Growth, Global Income, and Global Bond.
- UK Funds: Includes funds like UK Equity, UK Income, and UK Bond.
- European Funds: Includes funds like European Growth, European Income, and European Bond.
- US Funds: Includes funds like US Equity, US Income, and US Bond.
- Other Funds: Includes various specialized funds like Real Estate, Commodity, and Hedge Funds.
Each entry typically includes the fund name, its manager, and a brief description of its investment strategy.



## CURRENCIES AND MONEY

## MARKETS REPORT

## Sales data knock pound

Trading in currency markets was dominated yesterday by the pound which lost ground across the board. The release of **December retail sales** figures prompted speculation about an early cut in interest rates, **sterling** **Caution**.

The combination of subdued December retail sales figures and confirmation of a benign inflationary environment convinced the market that a rate **had become more likely**. The interest rate expectations were reflected in other financial markets. In the futures market, after opening at 94.74, the March short sterling **traded at 11 points** in a high of **94.81** falling back in late trading to **94.81**.

After closing on Tuesday at **DM2.615**, the pound fell below the **DM2.60** level in early trading. Later it moved above **DM2.60** and fell back to **DM2.59** in London nearly one and three-quarter pence lower on the day.

Peter Luxton of Barclays said sterling had been "trashed" by the back of the numbers and the easier inflationary background, bringing an end to the currency's rise against the D-Mark from **DM2.54** in mid-December to **DM2.62** in early January. "The negative view of the pound is now coming much more to the fore," said Mr Luxton.

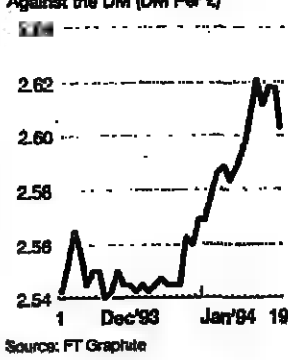
Although December's **adjusted 0.2% per cent** drop in **inflation** was unexpected, the currency's pull-back was not a complete surprise, with analysts viewing sterling at **DM2.62** as "robust". The pound also **slipped** against the dollar slipping to **\$1.49** in morning trading after Tuesday's close of **\$1.4972**. It ended the day at **\$1.4918**.

The government warned, however, that the market **could not link** any future interest rate cut to sterling's strength alone. Mr Stephen Dorrell, Financial Secretary to the Treasury said: "We will watch the exchange rate, but we will also watch a number of domestic indicators and we will set interest rates in the light of all those indicators."

Continued pessimism about

## Sterling

Against the DM (DM per £)



Source: FT Graphite

## Pound in New York

Date	Rate (\$ per £)
Jan 14	1.4918
Jan 15	1.4918
Jan 16	1.4918
Jan 17	1.4918
Jan 18	1.4918
Jan 19	1.4918
Jan 20	1.4918
Jan 21	1.4918
Jan 22	1.4918
Jan 23	1.4918
Jan 24	1.4918
Jan 25	1.4918
Jan 26	1.4918
Jan 27	1.4918
Jan 28	1.4918
Jan 29	1.4918
Jan 30	1.4918
Jan 31	1.4918
Feb 1	1.4918
Feb 2	1.4918
Feb 3	1.4918
Feb 4	1.4918
Feb 5	1.4918
Feb 6	1.4918
Feb 7	1.4918
Feb 8	1.4918
Feb 9	1.4918
Feb 10	1.4918
Feb 11	1.4918

Source: FT Graphite

## Exchange to 1.827 to the dollar

from 1.827 to the dollar

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■ *pm* **6** January 19

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Continued on next page

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■ *pm close January* ■

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AMERICA

# US reacts negatively to earnings reports

Wall Street

Share prices slumped in late morning trading in New York yesterday in reaction to a succession of disappointing earnings announcements, having risen earlier in the day to touch new highs.

Waters of computer and drugs companies led the share prices slumped in late morning trading in New York yesterday in reaction to a succession of disappointing earnings announcements, having risen earlier in the day to touch new highs.

ASIA PACIFIC

# Hopes for economic boost help Nikkei over 19,000

Tokyo

Hopes of an imminent announcement of economic stimulus by the government supported sentiment, and late afternoon buying by foreign investors pushed the Nikkei average above the 19,000 level for the first time since November 2, writes *Michael Terasaki in Tokyo*.

The 225-share index ended 11.50, or 2.5 per cent, ahead of 19,038.40, a day's low of 18,918.40 and high of 19,118.81. The Topix index of all first section shares rose 1.51 to 1,541.15 in London. The S&P 500 index rose 7.02 to 1,541.15.

The Nikkei faced small-lot profit-taking during the early morning. However, an overnight rise in the Nikkei index, the Chicago Mercantile Exchange led the Osaka exchange higher, triggering arbitrage buying. The underlying cash market rebounded on active demand by foreigners and domestic institutions, also spurring covering of short positions, especially in banks.

Volume was high, with 102 issues up and 102 down. The Tokyo Stock Exchange suspended Hanwa's resignation of its president, Mr. Shigeru Kita, on Tuesday.

The expected political reform bill encouraged hopes of the government's announcement of an economic stimulus package, and an income tax cut has been delayed by the political situation.

EUROPE

# Continent fuelled by rate cut optimism

Hopes for Europe-wide rate cuts coloured yesterday's trading, says *Our Markets Staff*.

FRANKFURT pulled itself out of a downward path, helped by short-covering ahead of tomorrow's futures expiry and speculation that the Bundesbank might reduce rates. However, market commentators did not expect a move given the growth in M3.

The DAX index rose 20.54 to 2,134.38, almost recouping all of Tuesday's decline. In the post-bourse the DAX index was little changed, while turnover settled at 1,111.11.

The chemical sector came under pressure, helped by a positive note issued recently by Nomura which forecast that BASF, Hoechst, Bayer and Degussa "due a big year" given their restructuring measures.

Strong pipelines, media, forestry and transportation shares propped up the pipeline sector.

The pipeline sector leapt 118.23, or 1.1 per cent, to 4,290.38. TransCanada Pipeline rose 1.77 to 1,071.08.

Overall, investors bought and sold more than 690m shares in the month, compared with only 211m in December.

US-led foreign purchases of blue chips accelerated in October after sanctions were lifted. That became a deluge in December, driving share prices to unheard-of levels.

On January 4 the JSE recorded one of its largest single day gains. The overall share index jumped 179 points to 4,821.10, a record high.

Still, the industrial and overall indices remain at 25-year lows of 2.1 and 2.3 per cent respectively.

What is the JSE apart is the "pressure-cooker" influence of exchange control regulations, re-imposed in 1985. The African Reserve Bank requires investors to buy shares, or gilts, using financial aid, the foreign investment unit which has traded at a 14 to 30 per cent discount to the commercial rate in the past year.

They have been able to raise dividends and the commercial rate, automatically improving the dividend yield as a share portfolio.

For the financial disinvested South African, particularly attractive for foreigners, but new equities are benefiting too. "There is effectively a market in equities," says Mr Richard Jesse, a director at stockbrokers Martin & Co. He says foreign investors calculate value at one level, and local investors at another.

Exchange control also damps up local capital. Mr Rian Roux, senior economist at insurance group Mutual, says the JSE's biggest institutional

investor - says it seems institutions, proscribed from investing abroad, have themselves relatively underweight in equities as the bull run began.

Given that the JSE is a thinly traded - turnover rose to 7 per cent last year from 4 per cent in 1992 - share prices received a "whammy" thanks to new foreign and increased local institutional buying.

US some seemed to lead investors stunned by these share ratings to consensus that the economy is heading for slow but steady growth in 1994 after pulling out of recession in the third quarter last year.

Leading industrial companies emerged from the four-year recession with strong cash balances, excess capacity, and a period of relatively quiet labour relations.

STANSTON predicts earnings growth of at least 15 per cent in 1994.

However, a slippage in share prices recently shows that sentiment is edgy, with worries that US firms can withdraw as quickly as they made it.

## FT-SE Actuaries Share Indices

Jan 19		Jan 18		Jan 17		Jan 16		Jan 15		Jan 14		Jan 13		Jan 12		Jan 11		Jan 10		Jan 9		Jan 8		Jan 7		Jan 6		Jan 5		Jan 4		Jan 3		Jan 2		Jan 1			
Monthly changes																																							
FT-SE Eurotrack 100	1489.95	1489.95	1489.95	1489.95	1489.95	1489.95	1489.95	1489.95	1489.95	1489.95	1489.95	1489.95	1489.95	1489.95	1489.95	1489.95	1489.95	1489.95	1489.95	1489.95	1489.95	1489.95	1489.95	1489.95	1489.95	1489.95	1489.95	1489.95	1489.95	1489.95	1489.95	1489.95	1489.95	1489.95	1489.95	1489.95	1489.95		
FT-SE Eurotrack 200	1598.73	1598.73	1598.73	1598.73	1598.73	1598.73	1598.73	1598.73	1598.73	1598.73	1598.73	1598.73	1598.73	1598.73	1598.73	1598.73	1598.73	1598.73	1598.73	1598.73	1598.73	1598.73	1598.73	1598.73	1598.73	1598.73	1598.73	1598.73	1598.73	1598.73	1598.73	1598.73	1598.73	1598.73	1598.73	1598.73	1598.73		
		Jan 16		Jan 17		Jan 14		Jan 15		Jan 16		Jan 17		Jan 18		Jan 19		Jan 20		Jan 21		Jan 22		Jan 23		Jan 24		Jan 25		Jan 26		Jan 27		Jan 28		Jan 29		Jan 30	
FT-SE Eurotrack 100	1479.03	1479.03	1479.03	1479.03	1479.03	1479.03	1479.03	1479.03	1479.03	1479.03	1479.03	1479.03	1479.03	1479.03	1479.03	1479.03	1479.03	1479.03	1479.03	1479.03	1479.03	1479.03	1479.03	1479.03	1479.03	1479.03	1479.03	1479.03	1479.03	1479.03	1479.03	1479.03	1479.03	1479.03	1479.03	1479.03	1479.03		
FT-SE Eurotrack 200	1559.36	1559.36	1559.36	1559.36	1559.36	1559.36	1559.36	1559.36	1559.36	1559.36	1559.36	1559.36	1559.36	1559.36	1559.36	1559.36	1559.36	1559.36	1559.36	1559.36	1559.36	1559.36	1559.36	1559.36	1559.36	1559.36	1559.36	1559.36	1559.36	1559.36	1559.36	1559.36	1559.36	1559.36	1559.36	1559.36	1559.36	1559.36	



# If you can't make it to the end of the test, your company may not make it to the end of the decade.

This poses tough questions about customer service. So does the real-world business environment. That's why Unisys is introducing an **CUSTOMERIZE** which transforms your customer service into a competitive advantage: **CUSTOMERIZE**.

When you **CUSTOMERIZE**, you put the customer at the heart of your world, rather than the periphery. By embedding customer service objectives within your information strategy, Unisys will help you extend the full capabilities of your enterprise to the points of customer contact - the points where business is won or lost. We'll help enhance your ability to receive information from your customers, communicate information to them, creating an information flow which **bottom-line** results. As customer service rises to

new heights, your company's response to its customers and better able to attract new ones. 2. To customerize an enterprise, you need to know where the customer is. Unisys has a global network of branches, bookend offices and other points of customer contact and report. 3. What Unisys does for a growing number of companies and government agencies worldwide. See customer service connections that transform service, improve service, create customer service.

higher level, will your ability make customers, build your relationships with them, and generate revenue.

How begin? The perfect starting place is our **CUSTOMERIZE** assessment. Experienced Unisys business consultants will with you to evaluate the information flow between you and your customers, identify any barriers to communication, and design technology solutions tied to achievable business goals. We'll commit

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### ARE YOU CUSTOMERIZED?

1. Do you have a customer service strategy? ☐ Yes ☐ No  
Customer service is too important to ignore. And neither can a profit-oriented company ignore its customers. They're the lifeblood of your business.

2. Are your customers as loyal as you want? ☐ Yes ☐ No  
If you're not getting repeat business from your customers, you're not doing it right. Unisys can help you improve your ability to retain a relationship with customers.

3. Do you provide a quality business service to your customers? ☐ Yes ☐ No  
A critical component of business growth is increased sales volume. To maximize each business opportunity, you need a way to leverage your entire organization's ability to meet customer needs.

4. Do you really know what your customers want? ☐ Yes ☐ No  
Are you sure you know what your customers want? Do they really want what you're selling? Every transaction they're prepared to make? Every sale they'll allow you to follow through? Are you thoroughly plugged into your market?

5. Do your sales organization know what your customers want? ☐ Yes ☐ No  
A customer's orientation has limited value unless it's embedded in the very heart of an enterprise. Unisys can help you ensure that every employee understands the customer.

6. Do your sales organization know what your customers want? ☐ Yes ☐ No  
The next best thing to reading your customers' minds is listening to what they're saying. Unisys is listening to what your customers' signals, you're listening to what your customers' signals, you're listening to what your customers' signals, you're listening to what your customers' signals.

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adopting a vendor-independent approach in the assignment. And we'll apply our industry-leading expertise to ensuring an information strategy that off, merely shows off. For more information, call **Unisys** Dimmock. Simon Upton on (021) 783 2322. And our **CUSTOMERIZE** assessment will show how we can help your organization earn high marks in an increasingly customer-driven market.

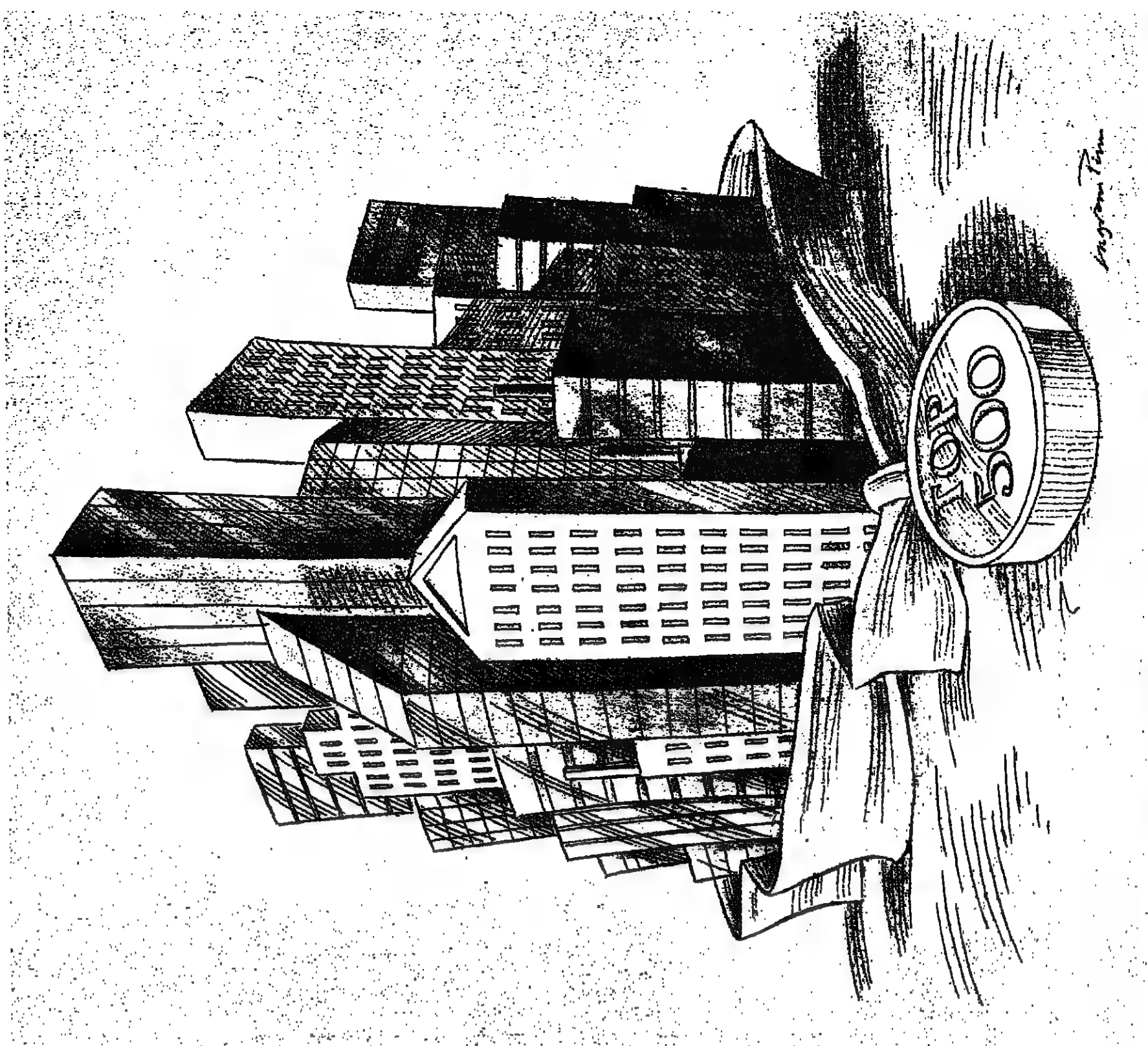
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# FT 500

- Europe's Top 500 companies by market capitalisation
- The Top UK 500 ● The Top 100 US and Japanese companies
- Biggest rises and falls in profit ● Country analyses





مکاتبات







Profile: ROYAL DUTCH/HELL

# Caution the guideline for Europe's No 1

Shell's reputation for being financially conservative may just be the quality needed to help it retain its premier position in a period of uncertainty over the direction of oil prices, writes Robert Corzine

The scallop-shaped logo of the Royal Dutch/Shell Group is one of the most recognisable in the world. It is a symbol of an oil company which on the basis of its challenge to virtually every country.

The logo itself has undergone various stylistic changes since its formation out of a 1907 alliance between Royal Dutch Petroleum Company and Shell Transport and Trading Company of the UK. But the original structure of the logo has proved remarkably resilient.

The 1907 agreement called for the retention of separate identities, while the financial layer of senior management was merged. Today, Royal Dutch remains a parent company, deriving its income from its

interest in the group of operating companies. Shell Transport and Trading holds a similar position in the group, on the 40 per cent ownership of the group.

The joint group managing director of the parent firms, led by chairman of the committee of managing directors, C.A.J. Hester, still sits in the Anglo-Dutch roots of the company. This is in contrast with the intensely "national" character of many of the individual operating units. It is an arrangement which may well be a recipe for conflict, but which has clearly worked well over the years.

The glue which binds Shell together has been the careful cultivation of a multinational layer of senior management whose outlook is international and who share a party, deriving its income from its

But the reputation for being financially conservative and cautious (featuring in the 1993 FT 600) may just be the quality needed to help it retain its premier position in corporate Europe in a period of great uncertainty over the direction of oil prices.

Such structures and practices have helped Shell to weather nearly every combination of economic, commercial and political events in its history. But now it has to live with bureaucratic management and an internal focus which may not necessarily reflect the needs of its investors.

But the reputation for being financially conservative and cautious (featuring in the 1993 FT 600) may just be the quality needed to help it retain its premier position in corporate Europe in a period of great uncertainty over the direction of oil prices.

## ■ Additions to the European Top 600

Company	City	Year	This	Company	City	Year	This
Reed BT	UK	41	172	KIP BT	UK	301	553
Zeneca	UK	43	433	Chubb Security	UK	301	553
Rhone-Poulenc	Fra	79	822	Skanska Forestry	UK	301	553
Argentea	Spa	107	112	Torgg-Hans SPP Holding	UK	301	553
Schneider	Fra	166	171	Parmalat	UK	301	553
Roussel-Uclaf	Fra	180	112	Enso-Gutzeit	UK	301	553
Matera Hochtief	Fra	234	171	Hammerman Property	UK	301	553
Forlione	Fra	234	171	Schneider	UK	301	553
Bols Wesanen	Fin	283	161	Merck (Corp)	UK	301	553
Prinault-Prinemps	Fra	301	553	Unilever	UK	301	553
Brillen Land	UK	301	553	Unilever	UK	301	553
Thuniga	UK	301	553	Unilever	UK	301	553
Krupp, Fried H-K	Ger	322	221	Unilever	UK	301	553
Slough Estates	UK	322	221	Unilever	UK	301	553
Olvest	UK	362	181	Unilever	UK	301	553
Departures from the European Top 600				Unilever	UK	301	553

## ■ European Top 600 - Most profitable companies

Rank	Company	City	Year	This	Rank	Company	City	Year	This
1	Reed International	UK	41	172	1	Reed International	UK	41	172
2	Zeneca	UK	43	433	2	Zeneca	UK	43	433
3	Rhone-Poulenc	Fra	79	822	3	Rhone-Poulenc	Fra	79	822
4	Argentea	Spa	107	112	4	Argentea	Spa	107	112
5	Schneider	Fra	166	171	5	Schneider	Fra	166	171
6	Roussel-Uclaf	Fra	180	112	6	Roussel-Uclaf	Fra	180	112
7	Matera Hochtief	Fra	234	171	7	Matera Hochtief	Fra	234	171
8	Forlione	Fra	234	171	8	Forlione	Fra	234	171
9	Bols Wesanen	Fin	283	161	9	Bols Wesanen	Fin	283	161
10	Prinault-Prinemps	Fra	301	553	10	Prinault-Prinemps	Fra	301	553
11	Brillen Land	UK	301	553	11	Brillen Land	UK	301	553
12	Thuniga	UK	301	553	12	Thuniga	UK	301	553
13	Krupp, Fried H-K	Ger	322	221	13	Krupp, Fried H-K	Ger	322	221
14	Slough Estates	UK	322	221	14	Slough Estates	UK	322	221
15	Olvest	UK	362	181	15	Olvest	UK	362	181

## ■ European Top 600 - Least profitable companies

Rank	Company	City	Year	This	Rank	Company	City	Year	This
1	Reed International	UK	41	172	1	Reed International	UK	41	172
2	Zeneca	UK	43	433	2	Zeneca	UK	43	433
3	Rhone-Poulenc	Fra	79	822	3	Rhone-Poulenc	Fra	79	822
4	Argentea	Spa	107	112	4	Argentea	Spa	107	112
5	Schneider	Fra	166	171	5	Schneider	Fra	166	171
6	Roussel-Uclaf	Fra	180	112	6	Roussel-Uclaf	Fra	180	112
7	Matera Hochtief	Fra	234	171	7	Matera Hochtief	Fra	234	171
8	Forlione	Fra	234	171	8	Forlione	Fra	234	171
9	Bols Wesanen	Fin	283	161	9	Bols Wesanen	Fin	283	161
10	Prinault-Prinemps	Fra	301	553	10	Prinault-Prinemps	Fra	301	553
11	Brillen Land	UK	301	553	11	Brillen Land	UK	301	553
12	Thuniga	UK	301	553	12	Thuniga	UK	301	553
13	Krupp, Fried H-K	Ger	322	221	13	Krupp, Fried H-K	Ger	322	221
14	Slough Estates	UK	322	221	14	Slough Estates	UK	322	221
15	Olvest	UK	362	181	15	Olvest	UK	362	181

## FT 600: The secret of success is having the right address

The FT 600 lists all the names, all the addresses, all the phone numbers.

In addition to a reprint of the survey, the FT 600 book, managing directors, plus the addresses and telephone numbers of the FT 600 companies are all contained in the FT 600 book.

If you would like a copy, it will be available from Tuesday, March 1 for £22. For further details, contact John White in the Financial Times marketing department on 071 873 3547.

FT. Because business is never black and white.



Investment bank managers have pointed to the high rates of economic growth being achieved by developing countries such as China.















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Footnotes to companies listed on this page

- 156 Legal & General Group employees = UK average.  
157 Genetec de Benin employees = UK parent company.  
158 RAS employees = parent company.  
159 Standard Chartered employees = UK average.  
160 Absorption of Group Schindler Sept 93.  
161 Associated British Foods, last year's figures for 76 weeks to 14/6/91.  
162 Kiehlbank, this year's figures for 9 months to 31/3/92, last year's figures for 12 months to 31/3/92. Profit is net of tax.  
163 Royal Insurance Holdings employees = UK average.  
164 Promote, FOC based on pre tax profit and net interest.  
165 United British (Fooding), this year's figures are for 53 weeks to 27/6/91, last year's figures are for 53 weeks to 27/6/91, results due to consolidation.  
166 Compagnie Internationale des Wagons-Lits, pro forma 1991 turnover.  
167 Allied Irish Banks, this year's figures for 12 months to 31/12/92, last year's figures for 12 months to 31/12/92.  
168 Wiggins Teape Group employees = UK average.  
169 Aetia Group, last year's figure for 53 weeks to 25/9/92.  
170 Schindler, profit = profit after tax and interest on loans.  
171 AK average.  
172 This year's figures for 53 weeks to 31/12/92.  
173 Hecht, merger of Mats and Hecht Dec 92 effective 1/1/93. 1991 figures are pro forma.

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THE FT500

Rank	Company	Share price	Market cap	Dividend	Yield	EPS	ROE	Employees	Year
1	Shell	14.10	141.0	0.40	2.8%	1.10	14.1%	35,000	1993
2	BP	13.10	131.0	0.35	2.7%	1.05	13.1%	34,000	1993
3	British Petroleum	12.10	121.0	0.30	2.5%	0.95	12.1%	33,000	1993
4	Glaxo	11.10	111.0	0.25	2.3%	0.85	11.1%	32,000	1993
5	Unilever	10.10	101.0	0.20	2.0%	0.75	10.1%	31,000	1993
6	Roche	9.10	91.0	0.15	1.7%	0.65	9.1%	30,000	1993
7	Novartis	8.10	81.0	0.10	1.3%	0.55	8.1%	29,000	1993
8	Boehringer	7.10	71.0	0.08	1.1%	0.45	7.1%	28,000	1993
9	Glaxo Wellcome	6.10	61.0	0.05	0.8%	0.35	6.1%	27,000	1993
10	SmithKline Beecham	5.10	51.0	0.04	0.8%	0.30	5.1%	26,000	1993
11	Glaxo	4.10	41.0	0.03	0.7%	0.25	4.1%	25,000	1993
12	Roche	3.10	31.0	0.02	0.6%	0.20	3.1%	24,000	1993
13	Novartis	2.10	21.0	0.01	0.5%	0.15	2.1%	23,000	1993
14	Boehringer	1.10	11.0	0.01	0.4%	0.10	1.1%	22,000	1993
15	Glaxo Wellcome	0.10	1.0	0.00	0.0%	0.05	0.1%	21,000	1993
16	SmithKline Beecham	0.05	0.5	0.00	0.0%	0.02	0.0%	20,000	1993
17	Glaxo	0.02	0.2	0.00	0.0%	0.01	0.0%	19,000	1993
18	Roche	0.01	0.1	0.00	0.0%	0.00	0.0%	18,000	1993
19	Novartis	0.00	0.0	0.00	0.0%	0.00	0.0%	17,000	1993
20	Boehringer	0.00	0.0	0.00	0.0%	0.00	0.0%	16,000	1993

A full range of Global Equity Services

Datva Europe Limited

THE FT500

Rank	Company	Share price	Market cap	Dividend	Yield	EPS	ROE	Employees	Year
1	Shell	14.10	141.0	0.40	2.8%	1.10	14.1%	35,000	1993
2	BP	13.10	131.0	0.35	2.7%	1.05	13.1%	34,000	1993
3	British Petroleum	12.10	121.0	0.30	2.5%	0.95	12.1%	33,000	1993
4	Glaxo	11.10	111.0	0.25	2.3%	0.85	11.1%	32,000	1993
5	Unilever	10.10	101.0	0.20	2.0%	0.75	10.1%	31,000	1993
6	Roche	9.10	91.0	0.15	1.7%	0.65	9.1%	30,000	1993
7	Novartis	8.10	81.0	0.10	1.3%	0.55	8.1%	29,000	1993
8	Boehringer	7.10	71.0	0.08	1.1%	0.45	7.1%	28,000	1993
9	Glaxo Wellcome	6.10	61.0	0.05	0.8%	0.35	6.1%	27,000	1993
10	SmithKline Beecham	5.10	51.0	0.04	0.8%	0.30	5.1%	26,000	1993
11	Glaxo	4.10	41.0	0.03	0.7%	0.25	4.1%	25,000	1993
12	Roche	3.10	31.0	0.02	0.6%	0.20	3.1%	24,000	1993
13	Novartis	2.10	21.0	0.01	0.5%	0.15	2.1%	23,000	1993
14	Boehringer	1.10	11.0	0.01	0.4%	0.10	1.1%	22,000	1993
15	Glaxo Wellcome	0.10	1.0	0.00	0.0%	0.05	0.1%	21,000	1993
16	SmithKline Beecham	0.05	0.5	0.00	0.0%	0.02	0.0%	20,000	1993
17	Glaxo	0.02	0.2	0.00	0.0%	0.01	0.0%	19,000	1993
18	Roche	0.01	0.1	0.00	0.0%	0.00	0.0%	18,000	1993
19	Novartis	0.00	0.0	0.00	0.0%	0.00	0.0%	17,000	1993
20	Boehringer	0.00	0.0	0.00	0.0%	0.00	0.0%	16,000	1993

Global Equity Distribution

Datva Europe Limited

Handwritten note: 378-500



376-500

**■ Footnotes to companies listed on this page**

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**Foodstuffs to companies listed on this page**

286	American Electric Utility, stock exchange listing 693.
287	Dominion Energy, stock exchange listing 693.
278	Electric Power, stock exchange listing 693.
279	Benchmark Group, this year's figures for 16 months to 5/18/02; last year's for 12 months to 5/18/02.
284	Gesit, this year's figures for 3 weeks to 2/1/02.
285	General Electric, this year's figures for 16 weeks to 1/1/03.
312	Natural Gas, this year's figure for 53 weeks to 1/1/03.
315	Pascoak, this year's figure for 53 weeks to 1/1/03.
340	Ashley (Lawn Holdings), this year's figures for 53 weeks to 3/30/03.
341	Sagecroft Holdings, stock exchange listing 693.
343	HollyFrontier Chemical, stock exchange listing 693.
382	EIS Group, change in accounting policy re post retirement benefits in the US.
383	Dorling Kindersley, stock exchange listing 1092.
370	Field Group, stock exchange listing 782.

251	252	253	254	255	256	257	258	259	260	261	262	263	264	265	266	267	268	269	270	271	272	273	274	275	276	277	278	279	280	281	282	283	284	285	286	287	288	289	290	291	292	293	294	295	296	297	298	299	300	301	302	303	304	305	306	307	308	309	310	311	312	313	314	315	316	317	318	319	320	321	322	323	324	325	326	327	328	329	330	331	332	333	334	335	336	337	338	339	340	341	342	343	344	345	346	347	348	349	350	351	352	353	354	355	356	357	358	359	360	361	362	363	364	365	366	367	368	369	370	371	372	373	374	375	376	377	378	379	380	381	382	383	384	385	386	387	388	389	390	391	392	393	394	395	396	397	398	399	400	401	402	403	404	405	406	407	408	409	410	411	412	413	414	415	416	417	418	419	420	421	422	423	424	425	426	427	428	429	430	431	432	433	434	435	436	437	438	439	440	441	442	443	444	445	446	447	448	449	450	451	452	453	454	455	456	457	458	459	460	461	462	463	464	465	466	467	468	469	470	471	472	473	474	475	476	477	478	479	480	481	482	483	484	485	486	487	488	489	490	491	492	493	494	495	496	497	498	499	500	501	502	503	504	505	506	507	508	509	510	511	512	513	514	515	516	517	518	519	520	521	522	523	524	525	526	527	528	529	530	531	532	533	534	535	536	537	538	539	540	541	542	543	544	545	546	547	548	549	550	551	552	553	554	555	556	557	558	559	560	561	562	563	564	565	566	567	568	569	570	571	572	573	574	575	576	577	578	579	580	581	582	583	584	585	586	587	588	589	590	591	592	593	594	595	596	597	598	599	600	601	602	603	604	605	606	607	608	609	610	611	612	613	614	615	616	617	618	619	620	621	622	623	624	625	626	627	628	629	630	631	632	633	634	635	636	637	638	639	640	641	642	643	644	645	646	647	648	649	650	651	652	653	654	655	656	657	658	659	660	661	662	663	664	665	666	667	668	669	670	671	672	673	674	675	676	677	678	679	680	681	682	683	684	685	686	687	688	689	690	691	692	693	694	695	696	697	698	699	700	701	702	703	704	705	706	707	708	709	710	711	712	713	714	715	716	717	718	719	720	721	722	723	724	725	726	727	728	729	730	731	732	733	734	735	736	737	738	739	740	741	742	743	744	745	746	747	748	749	750	751	752	753	754	755	756	757	758	759	760	761	762	763	764	765	766	767	768	769	770	771	772	773	774	775	776	777	778	779	780	781	782	783	784	785	786	787	788	789	790	791	792	793	794	795	796	797	798	799	800	801	802	803	804	805	806	807	808	809	810	811	812	813	814	815	816	817	818	819	820	821	822	823	824	825	826	827	828	829	830	831	832	833	834	835	836	837	838	839	840	841	842	843	844	845	846	847	848	849	850	851	852	853	854	855	856	857	858	859	860	861	862	863	864	865	866	867	868	869	870	871	872	873	874	875	876	877	878	879	880	881	882	883	884	885	886	887	888	889	890	891	892	893	894	895	896	897	898	899	900	901	902	903	904	905	906	907	908	909	910	911	912	913	914	915	916	917	918	919	920	921	922	923	924	925	926	927	928	929	930	931	932	933	934	935	936	937	938	939	940	941	942	943	944	945	946	947	948	949	950	951	952	953	954	955	956	957	958	959	960	961	962	963	964	965	966	967	968	969	970	971	972	973	974	975	976	977	978	979	980	981	982	983	984	985	986	987	988	989	990	991	992	993	994	995	996	997	998	999	1000
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Rank	Company	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	2053	2054	2055	2056	2057	2058	2059	2060	2061	2062	2063	2064	2065	2066	2067	2068	2069	2070	2071	2072	2073	2074	2075	2076	2077	2078	2079	2080	2081	2082	2083	2084	2085	2086	2087	2088	2089	2090	2091	2092	2093	2094	2095	2096	2097	2098	2099	2100	2101	2102	2103	2104	2105	2106	2107	2108	2109	2110	2111	2112	2113	2114	2115	2116	2117	2118	2119	2120	2121	2122	2123	2124	2125	2126	2127	2128	2129	2130	2131	2132	2133	2134	2135	2136	2137	2138	2139	2140	2141	2142	2143	2144	2145	2146	2147	2148	2149	2150	2151	2152	2153	2154	2155	2156	2157	2158	2159	2160	2161	2162	2163	2164	2165	2166	2167	2168	2169	2170	2171	2172	2173	2174	2175	2176	2177	2178	2179	2180	2181	2182	2183	2184	2185	2186	2187	2188	2189	2190	2191	2192	2193	2194	2195	2196	2197	2198	2199	2200	2201	2202	2203	2204	2205	2206	2207	2208	2209	2210	2211	2212	2213	2214	2215	2216	2217	2218	2219	2220	2221	2222	2223	2224	2225	2226	2227	2228	2229	2230	2231	2232	2233	2234	2235	2236	2237	2238	2239	2240	2241	2242	2243	2244	2245	2246	2247	2248	2249	2250	2251	2252	2253	2254	2255	2256	2257	2258	2259	2260	2261	2262	2263	2264	2265	2266	2267	2268	2269	2270	2271	2272	2273	2274	2275	2276	2277	2278	2279	2280	2281	2282	2283	2284	2285	2286	2287	2288	2289	2290	2291	2292	2293	2294	2295	2296	2297	2298	2299	2300	2301	2302	2303	2304	2305	2306	2307	2308	2309	2310	2311	2312	2313	2314	2315	2316	2317	2318	2319	2320	2321	2322	2323	2324	2325	2326	2327	2328	2329	2330	2331	2332	2333	2334	2335	2336	2337	2338	2339	2340	2341	2342	2343	2344	2345	2346	2347	2348	2349	2350	2351	2352	2353	2354	2355	2356	2357	2358	2359	2360	2361	2362	2363	2364	2365	2366	2367	2368	2369	2370	2371	2372	2373	2374	2375	2376	2377	2378	2379	2380	2381	2382	2383	2384	2385	2386	2387	2388	2389	2390	2391	2392	2393	2394	2395	2396	2397	2398	2399	2400	2401	2402	2403	2404	2405	2406	2407	2408	2409	2410	2411	2412	2413	2414	2415	2416	2417	2418	2419	2420	2421	2422	2423	2424	2425	2426	2427	2428	2429	2430	2431	2432	2433	2434	2435	2436	2437	2438	2439	2440	2441	2442	2443	2444	2445	2446	2447	2448	2449	2450	2451	2452	2453	2454	2455	2456	2457	2458	2459	2460	2461	2462	2463	2464	2465	2466	2467	2468	2469	2470	2471	2472	2473	2474	2475	2476	2477	2478	2479	2480	2481	2482	2483	2484	2485	2486	2487	2488	2489	2490	2491	2492	2493	2494	2495	2496	2497	2498	2499	2500	2501	2502	2503	2504	2505	2506	2507	2508	2509	2510	2511	2512	2513	2514	2515	2516	2517	2518	2519	2520	2521	2522	2523	2524	2525	2526	2527	2528	2529	2530	2531	2532	2533	2534	2535	2536	2537	2538	2539	2540	2541	2542	2543	2544	2545	2546	2547	2548	2549	2550	2551	2552	2553	2554	2555	2556	2557	2558	2559	2560	2561	2562	2563	2564	2565	2566	2567	2568	2569	2570	2571	2572	2573	2574	2575	2576	2577	2578	2579	2580	2581	2582	2583	2584	2585	2586	2587	2588	2589	2590	2591	2592	2593	2594	2595	2596	2597	2598	2599	2600	2601	2602	2603	2604	2605	2606	2607	2608	2609	2610	2611	2612	2613	2614	2615	2616	2617	2618	2619	2620	2621	2622	2623	2624	2625	2626	2627	2628	2629	2630	2631	2632	2633	2634	2635	2636	2637	2638	2639	2640	2641	2642	2643	2644	2645	2646	2647	2648	2649	2650	2651	2652	2653	2654	2655	2656	2657	2658	2659	2660	2661	2662	2663	2664	2665	2666	2667	2668	2669	2670	2671	2672	2673	2674	2675	2676	2677	2678	2679	2680	2681	2682	2683	2684	2685	2686	2687	2688	2689	2690	2691	2692	2693	2694	2695	2696	2697	2698	2699	2700	2701	2702	2703	2704	2705	2706	2707	2708	2709	2710	2711	2712	2713	2714	2715	2716	2717	2718	2719	2720	2721	2722	2723	2724	2725	2726	2727	2728	2729	2730	2731	2732	2733	2734	2735	2736	2737	2738	2739	2740	2741	2742	2743	2744	2745	2746	2747	2748	2749	2750	2751	2752	2753	2754	2755	2756	2757	2758	2759	2760	2761	2762	2763	2764	2765	2766	2767	2768	2769	2770	2771	2772	2773	2774	2775	2776	2777	2778	2779	2780	2781	2782	2783	2784	2785	2786	2787	2788	2789	2790	2791	2792	2793	2794	2795	2796	2797	2798	2799	2800	2801	2802	2803	2804	2805	2806	2807	2808	2809	2810	2811	2812	2813	2814	2815	2816	2817	2818	2819	2820	2821	2822	2823	2824	2825	2826	2827	2828	2829	2830	2831	2832	2833	2834	2835	2836	2837	2838	2839	2840	2841	2842	2843	2844	2845	2846	2847	2848	2849	2850	2851	2852	2853	2854	2855	2856	2857	2858	2859	2860	2861	2862	2863	2864	2865	2866	2867	2868	2869	2870	2871	2872	2873	2874	2875	2876	2877	2878	2879	2880	2881	2882	2883	2884	2885	2886	2887	2888	2889	2890	2891	2892	2893	2894	2895	2896	2897	2898	2899	2900	2901	2902	2903	2904	2905	2906	2907	2908	2909	2910	2911	2912	2913	2914	2915	2916	2917	2918	2919	2920	2921	2922	2923	2924	2925	2926	2927	2928	2929	2930	2931	2932	2933	2934	2935	2936	2937	2938	2939	2940	2941	2942	2943	2944	2945	2946	2947	2948	2949	2950	2951	2952	2953	2954	2955	2956	2957	2958	2959	2960	2961	2962	2963	2964	2965	2966	2967	2968	2969	2970	2971	2972	2973	2974	2975	2976	2977	2978	2979	2980	2981	2982	2983	2984	2985	2986	2987	2988	2989	2990	2991	2992	2993	29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<b>Footnotes</b>	<b>companies listed</b>
on this page	
136	Dixie Corp., last year's <del>gross profit</del> for \$3 million.
138	Hays, turnover excludes sales where the company has no direct involvement; Hays Corp. is obliged to purchase goods on customers' behalf and sell them at a discount.
140	SWC Save Group, last year's figures for £1.7m.
141	Transatlantic Holdings, last year's figures are restated to account of consolidation — the Capgemini Property Trust.
143	Coca-Cola Security, <del>asset exchange listing</del> on the Florence stock exchange.
144	Daily Mail and General Trust, turnover includes £14m (£41.4m).
182	Racal, Autostar, profit is net of Research & Development costs for Racal Electronics Division placed for demerger of Vodafone Group plc and Chubb Security plc.
211	Charter, formerly Charter Consolidated, restructuring following withdrawal of Manco as a shareholder — shares 93.

# Global Equity Basket Trading

**DAIWA**  
**Daiwa Europe Limited**

**DAIWA**  
**Daiwa Europe Limited**











\* In addition to companies which are publicly-owned and which appear in the top 500, the table also includes private- and state-owned companies. The turnover rank for companies in the top 500 table will therefore differ.

## ■ FOCUS ON THE UK 500

**There is a curious paradox lurking in**



**System  
Office**  
**Empire  
Applies**

Similarly, the soaring share price of Guinness in the late 1980s was based above all on persuading Scotch drinkers around the world to pay ever-increasing prices for their tipples on the basis of its stock appeal. In a world of low prices, that was over. Guinness has fallen from 8th to 15th. The noble malt whisky maker Macaulay-Glenlivet has slumped from 10th to 20th.

■ In property, that is, prices are rising again. From a purely industrial viewpoint, the net effect of all this is slightly depressing. Of the 29 assets in the London equity market, 22 consist of companies which actually make things. Of those, only 10 are in the rankings. ■ building materials, housebuilding, ■ use-als (steel) and ■. The first

■ prices have ■ the ■ segment of the ■ and Tesco have taken a hammering.

■ Philip Morris's dramatic decision ■ April to slash the prices of ■ cigarettes.

■ But from ■ investment viewpoint, ■ a reason to ■ down-hearted. After all, the prices which rose sharply in the UK last ■ gave those ■ themselves a ■ result, some of the ■ performers in the rankings have been ■ from ■. City. The stockholders there

other hand, British Steel, Ltd., would think, must surely have been a casualty of the year. The company has been told by the E.C.C. in Europe's steel industry, and of attempting to cut capacity, but on the contrary, British Steel has performed, jumping from 90th to 66th. The reason - and is the real reason - is that it has fully raised its prices at times in the past year.

British companies such as Redwood and Blue Circle have also prospered, and have jumped in the ratings accordingly. In a further twist, Port of London

have been touched on the fourth chiefly by the remarkable recovery of the world's economies, and in turn, Arabesque, which in turn, much to the reassurance of P&O subsidiary.

Definitely, 10 of the industrial sectors fall in the rankings. Again, the worst affected have been those most hit by falling oil prices - in particular, drugs, tobacco and drink.

It is an illustration of the global nature of delinquency that in drugs and tobacco particularly, the bad news has come from the US. For drugs, the deciding factor has been the Clinton campaign to reduce the supply of drugs to the United States.

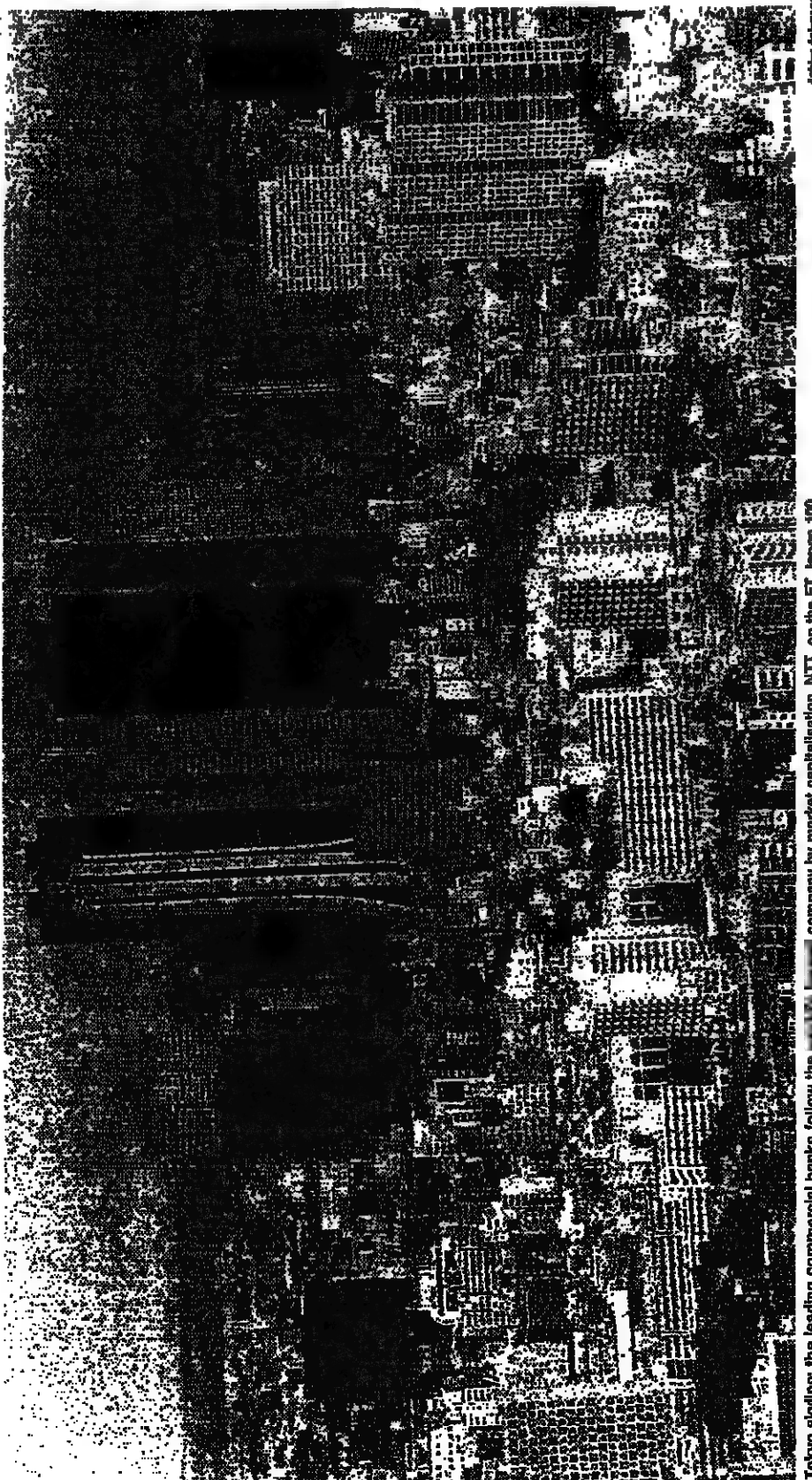
New Court has risen from nowhere to rank the twelfth in 1981. The movement in the rankings is 381. The movement back from 1980 was 120. So along with its fellow merchant bank Wertheim, it was a pliers last year. In the P&O's index of Britain's 100 largest companies, it was that, hopes of a recovery season.

One may particularly singled out in the City is a surprising indeed, it illustrates a tendency to perpetuate an old mania of stock broking. The way to make money, says the maxim, is as follows: find out where the action is - diamonds in South Africa, oil in the North Sea - and get involved in whatever you do, - not get involved in

Country	Company	1997/98	1998/99	1999/00	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37	2037/38	2038/39	2039/40	2040/41	2041/42	2042/43	2043/44	2044/45	2045/46	2046/47	2047/48	2048/49	2049/50	2050/51	2051/52	2052/53	2053/54	2054/55	2055/56	2056/57	2057/58	2058/59	2059/60	2060/61	2061/62	2062/63	2063/64	2064/65	2065/66	2066/67	2067/68	2068/69	2069/70	2070/71	2071/72	2072/73	2073/74	2074/75	2075/76	2076/77	2077/78	2078/79	2079/80	2080/81	2081/82	2082/83	2083/84	2084/85	2085/86	2086/87	2087/88	2088/89	2089/90	2090/91	2091/92	2092/93	2093/94	2094/95	2095/96	2096/97	2097/98	2098/99	2099/00	2100/01	2101/02	2102/03	2103/04	2104/05	2105/06	2106/07	2107/08	2108/09	2109/10	2110/11	2111/12	2112/13	2113/14	2114/15	2115/16	2116/17	2117/18	2118/19	2119/20	2120/21	2121/22	2122/23	2123/24	2124/25	2125/26	2126/27	2127/28	2128/29	2129/30	2130/31	2131/32	2132/33	2133/34	2134/35	2135/36	2136/37	2137/38	2138/39	2139/40	2140/41	2141/42	2142/43	2143/44	2144/45	2145/46	2146/47	2147/48	2148/49	2149/50	2150/51	2151/52	2152/53	2153/54	2154/55	2155/56	2156/57	2157/58	2158/59	2159/60	2160/61	2161/62	2162/63	2163/64	2164/65	2165/66	2166/67	2167/68	2168/69	2169/70	2170/71	2171/72	2172/73	2173/74	2174/75	2175/76	2176/77	2177/78	2178/79	2179/80	2180/81	2181/82	2182/83	2183/84	2184/85	2185/86	2186/87	2187/88	2188/89	2189/90	2190/91	2191/92	2192/93	2193/94	2194/95	2195/96	2196/97	2197/98	2198/99	2199/00	2200/01	2201/02	2202/03	2203/04	2204/05	2205/06	2206/07	2207/08	2208/09	2209/10	2210/11	2211/12	2212/13	2213/14	2214/15	2215/16	2216/17	2217/18	2218/19	2219/20	2220/21	2221/22	2222/23	2223/24	2224/25	2225/26	2226/27	2227/28	2228/29	2229/30	2230/31	2231/32	2232/33	2233/34	2234/35	2235/36	2236/37	2237/38	2238/39	2239/40	2240/41	2241/42	2242/43	2243/44	2244/45	2245/46	2246/47	2247/48	2248/49	2249/50	2250/51	2251/52	2252/53	2253/54	2254/55	2255/56	2256/57	2257/58	2258/59	2259/60	2260/61	2261/62	2262/63	2263/64	2264/65	2265/66	2266/67	2267/68	2268/69	2269/70	2270/71	2271/72	2272/73	2273/74	2274/75	2275/76	2276/77	2277/78	2278/79	2279/80	2280/81	2281/82	2282/83	2283/84	2284/85	2285/86	2286/87	2287/88	2288/89	2289/90	2290/91	2291/92	2292/93	2293/94	2294/95	2295/96	2296/97	2297/98	2298/99	2299/00	2300/01	2301/02	2302/03	2303/04	2304/05	2305/06	2306/07	2307/08	2308/09	2309/10
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	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	2053	2054	2055	2056	2057	2058	2059	2060	2061	2062	2063	2064	2065	2066	2067	2068	2069	2070	2071	2072	2073	2074	2075	2076	2077	2078	2079	2080	2081	2082	2083	2084	2085	2086	2087	2088	2089	2090	2091	2092	2093	2094	2095	2096	2097	2098	2099	2100	2101	2102	2103	2104	2105	2106	2107	2108	2109	2110	2111	2112	2113	2114	2115	2116	2117	2118	2119	2120	2121	2122	2123	2124	2125	2126	2127	2128	2129	2130	2131	2132	2133	2134	2135	2136	2137	2138	2139	2140	2141	2142	2143	2144	2145	2146	2147	2148	2149	2150	2151	2152	2153	2154	2155	2156	2157	2158	2159	2160	2161	2162	2163	2164	2165	2166	2167	2168	2169	2170	2171	2172	2173	2174	2175	2176	2177	2178	2179	2180	2181	2182	2183	2184	2185	2186	2187	2188	2189	2190	2191	2192	2193	2194	2195	2196	2197	2198	2199	2200	2201	2202	2203	2204	2205	2206	2207	2208	2209	2210	2211	2212	2213	2214	2215	2216	2217	2218	2219	2220	2221	2222	2223	2224	2225	2226	2227	2228	2229	2230	2231	2232	2233	2234	2235	2236	2237	2238	2239	2240	2241	2242	2243	2244	2245	2246	2247	2248	2249	2250	2251	2252	2253	2254	2255	2256	2257	2258	2259	2260	2261	2262	2263	2264	2265	2266	2267	2268	2269	2270	2271	2272	2273	2274	2275	2276	2277	2278	2279	2280	2281	2282	2283	2284	2285	2286	2287	2288	2289	2290	2291	2292	2293	2294	2295	2296	2297	2298	2299	2300	2301	2302	2303	2304	2305	2306	2307	2308	2309	2310	2311	2312	2313	2314	2315	2316	2317	2318	2319	2320	2321	2322	2323	2324	2325	2326	2327	2328	2329	2330	2331	2332	2333	2334	2335	2336	2337	2338	2339	2340	2341	2342	2343	2344	2345	2346	2347	2348	2349	2350	2351	2352	2353	2354	2355	2356	2357	2358	2359	2360	2361	2362	2363	2364	2365	2366	2367	2368	2369	2370	2371	2372	2373	2374	2375	2376	2377	2378	2379	2380	2381	2382	2383	2384	2385	2386	2387	2388	2389	2390	2391	2392	2393	2394	2395	2396	2397	2398	2399	2400	2401	2402	2403	2404	2405	2406	2407	2408	2409	2410	2411	2412	2413	2414	2415	2416	2417	2418	2419	2420	2421	2422	2423	2424	2425	2426	2427	2428	2429	2430	2431	2432	2433	2434	2435	2436	2437	2438	2439	2440	2441	2442	2
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Tokyo skyline: the leading commercial banks follow the Nippon Telegraph and Telephone (NTT), on the FT Japan 100

■ JAPAN

# Global giants braced for restructuring

Emiko Terazono discusses the effect of one of the most severe economic downturns in post-war history on the performance of leading Japanese groups

The FT's list of top Japanese companies by market capitalisation reflects a period of sagging share prices as a result of one of the most severe economic downturns in post-war history.

Newspapers even with the Nikkei average of 48 per cent from its peak in 1989, companies topping the Japan 100 list are among the world's largest market capitalisation. The relatively large market capitalisation of Japanese companies is the result of share prices being swollen by strategic cross shareholding among the country's companies and banks.

Aggressive fund-raising by the stock market during the late 1980s accelerated companies' moves towards stable shareholding, resulting in fewer floating shares in the market. At the end of 1992, 73.1 per cent of the Tokyo stock market was held by financial and non-financial corporations.

The traditional pattern of placing funds into stock and stock funds prompted investors to pump extra cash into the Tokyo market in the 1980s, pushing prices higher. Meanwhile, the absence of a merger and a chance to test share prices and valuations, leaving share prices distorted.

Mr. Alex Klumpp, strategist at Morgan Stanley in Tokyo, believes that if the cross shareholding structure and fund-raising patterns were adjusted to match western standards, the market capitalisation of companies would fall by half from the present levels.

Another aspect of Japanese companies is low return on capital employed. The figures reflect low awareness of capital. Japanese companies, which have traditionally relied on banks for funding, rather than a place to raise capital, for many of the blue chip companies the equity market has been regarded as a place to acquire status within the business community.

Many companies have invested funds raised through equity-linked financing during the 1980s into companies outside the Japanese market, grouping structures and the industries. Comparing the low dividends of Japanese companies with the returns on such investments have been insignificant.

As a fall in demand from companies depresses profits, while at the same time, the weak stock market depresses unrealised stockholding gains, companies are being forced to re-evaluate their strategies.

However, banks, holding a company's shares, are in a position to influence decisions. For the companies, such shareholdings are a source of funds, and banks stand behind them in times of financial difficulty.

However, in the mounting debt crisis of 1980s, the banks are finding it difficult to maintain ties. Problem loans are being written off, and the half of the banks' loans are in arrears.

The deteriorating business outlook is depressing NTT's share price, hence eroding unrealised profits of companies which hold the stock.

The leading commercial banks, which follow NTT on the rankings list, are the core of the keiretsu, corporate groupings tied together by cross shareholdings.

As corporate profits and share prices remain in the doldrums, more companies will be forced to unwind cross shareholdings. Although the cross-shareholding structure of the keiretsu type, such as the Fuyo Bank and the Industrial Bank of Japan, will disappear, the close relationships between companies on the fringe of such groups are likely to remain.

In the long run, companies will be forced to raise capital more efficiently, and although it may not happen immediately, market will become as companies will value profits over relationships.

In addition, with the present restructuring of companies, which is likely to lead to a review of traditional practices, such as life-time employment, and with shareholders eventually gaining more strength in legal matters, the keiretsu system will increase gradually.

## COUNTRY ANALYSES

### ■ GERMANY

# The cushion may be wearing thin

Investor confidence has soared after the worst year for business since the war. But, under pressure to reduce their prices, many companies are still struggling to survive, says Christopher Parkes

By common consent, west German business has just emerged from its worst year since the war. Automotive manufacturing and engineering concerns, in particular, have reported a sharp recovery in output and export earnings, for example, after a year of stagnation. The automotive industry's output rose by 10 per cent in the first three months of 1994, compared with a 10 per cent fall in the same period of 1993.

However, as the bank implied, that companies were able to cushion the impact of the recession, and a new order has been brought into the industry. The automotive industry, in particular, has been subjected to the most rigorous examination, and, in many cases, has been unscathed.

Ben's, the country's industrial flagship, drew down its reserves from 1993, and is now in a position to limit its nine-month losses - according to German accounting standards - to just DM181m. By the principles, however, the group slumped into the red.

Continued on next page

## German companies by market capitalisation

Company	Market cap (£m)	FTSE rank	Share price (£)
Deutsche Bank	22,800.0	10	541
Deutsche Telekom	22,800.0	11	541
Deutsche Post	22,800.0	12	541
Deutsche Lufthansa	22,800.0	13	541
Deutsche Telekom AG	22,800.0	14	541
Deutsche Telekom AG	22,800.0	15	541
Deutsche Telekom AG	22,800.0	16	541
Deutsche Telekom AG	22,800.0	17	541
Deutsche Telekom AG	22,800.0	18	541
Deutsche Telekom AG	22,800.0	19	541
Deutsche Telekom AG	22,800.0	20	541
Deutsche Telekom AG	22,800.0	21	541
Deutsche Telekom AG	22,800.0	22	541
Deutsche Telekom AG	22,800.0	23	541
Deutsche Telekom AG	22,800.0	24	541
Deutsche Telekom AG	22,800.0	25	541
Deutsche Telekom AG	22,800.0	26	541
Deutsche Telekom AG	22,800.0	27	541
Deutsche Telekom AG	22,800.0	28	541
Deutsche Telekom AG	22,800.0	29	541
Deutsche Telekom AG	22,800.0	30	541
Deutsche Telekom AG	22,800.0	31	541
Deutsche Telekom AG	22,800.0	32	541
Deutsche Telekom AG	22,800.0	33	541
Deutsche Telekom AG	22,800.0	34	541
Deutsche Telekom AG	22,800.0	35	541
Deutsche Telekom AG	22,800.0	36	541
Deutsche Telekom AG	22,800.0	37	541
Deutsche Telekom AG	22,800.0	38	541
Deutsche Telekom AG	22,800.0	39	541
Deutsche Telekom AG	22,800.0	40	541
Deutsche Telekom AG	22,800.0	41	541
Deutsche Telekom AG	22,800.0	42	541
Deutsche Telekom AG	22,800.0	43	541
Deutsche Telekom AG	22,800.0	44	541
Deutsche Telekom AG	22,800.0	45	541
Deutsche Telekom AG	22,800.0	46	541
Deutsche Telekom AG	22,800.0	47	541
Deutsche Telekom AG	22,800.0	48	541
Deutsche Telekom AG	22,800.0	49	541
Deutsche Telekom AG	22,800.0	50	541
Deutsche Telekom AG	22,800.0	51	541
Deutsche Telekom AG	22,800.0	52	541
Deutsche Telekom AG	22,800.0	53	541
Deutsche Telekom AG	22,800.0	54	541
Deutsche Telekom AG	22,800.0	55	541
Deutsche Telekom AG	22,800.0	56	541
Deutsche Telekom AG	22,800.0	57	541
Deutsche Telekom AG	22,800.0	58	541
Deutsche Telekom AG	22,800.0	59	541
Deutsche Telekom AG	22,800.0	60	541
Deutsche Telekom AG	22,800.0	61	541
Deutsche Telekom AG	22,800.0	62	541
Deutsche Telekom AG	22,800.0	63	541
Deutsche Telekom AG	22,800.0	64	541
Deutsche Telekom AG	22,800.0	65	541
Deutsche Telekom AG	22,800.0	66	541
Deutsche Telekom AG	22,800.0	67	541
Deutsche Telekom AG	22,800.0	68	541
Deutsche Telekom AG	22,800.0	69	541
Deutsche Telekom AG	22,800.0	70	541
Deutsche Telekom AG	22,800.0	71	541
Deutsche Telekom AG	22,800.0	72	541
Deutsche Telekom AG	22,800.0	73	541
Deutsche Telekom AG	22,800.0	74	541
Deutsche Telekom AG	22,800.0	75	541
Deutsche Telekom AG	22,800.0	76	541
Deutsche Telekom AG	22,800.0	77	541
Deutsche Telekom AG	22,800.0	78	541
Deutsche Telekom AG	22,800.0	79	541
Deutsche Telekom AG	22,800.0	80	541
Deutsche Telekom AG	22,800.0	81	541
Deutsche Telekom AG	22,800.0	82	541
Deutsche Telekom AG	22,800.0	83	541
Deutsche Telekom AG	22,800.0	84	541
Deutsche Telekom AG	22,800.0	85	541
Deutsche Telekom AG	22,800.0	86	541
Deutsche Telekom AG	22,800.0	87	541
Deutsche Telekom AG	22,800.0	88	541
Deutsche Telekom AG	22,800.0	89	541
Deutsche Telekom AG	22,800.0	90	541
Deutsche Telekom AG	22,800.0	91	541
Deutsche Telekom AG	22,800.0	92	541
Deutsche Telekom AG	22,800.0	93	541
Deutsche Telekom AG	22,800.0	94	541
Deutsche Telekom AG	22,800.0	95	541
Deutsche Telekom AG	22,800.0	96	541
Deutsche Telekom AG	22,800.0	97	541
Deutsche Telekom AG	22,800.0	98	541
Deutsche Telekom AG	22,800.0	99	541
Deutsche Telekom AG	22,800.0	100	541

# Accountability worldwide

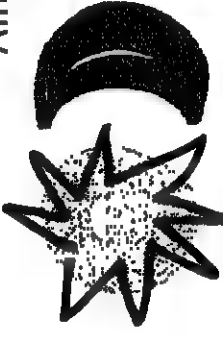
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- Not long man
- Interest, are aiming
- more reaching
- global problems.
- The result can be
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- decide contribution to
- research, as one of the largest
- manufacturers of arena auto,
- play a major role in supplying
- increasing variety popular
- with a problem. Further,
- our automotive catalysts,
- adding agents and resins
- reduce strain on em-
- ment.
- For Degussa, it began
- with gold and silver. Today, we
- shine in many fields
- ventages
- Win approach
- reaches beyond narrow
- confines of special scientific

DOWN-TO-EARTH SOLUTIONS  
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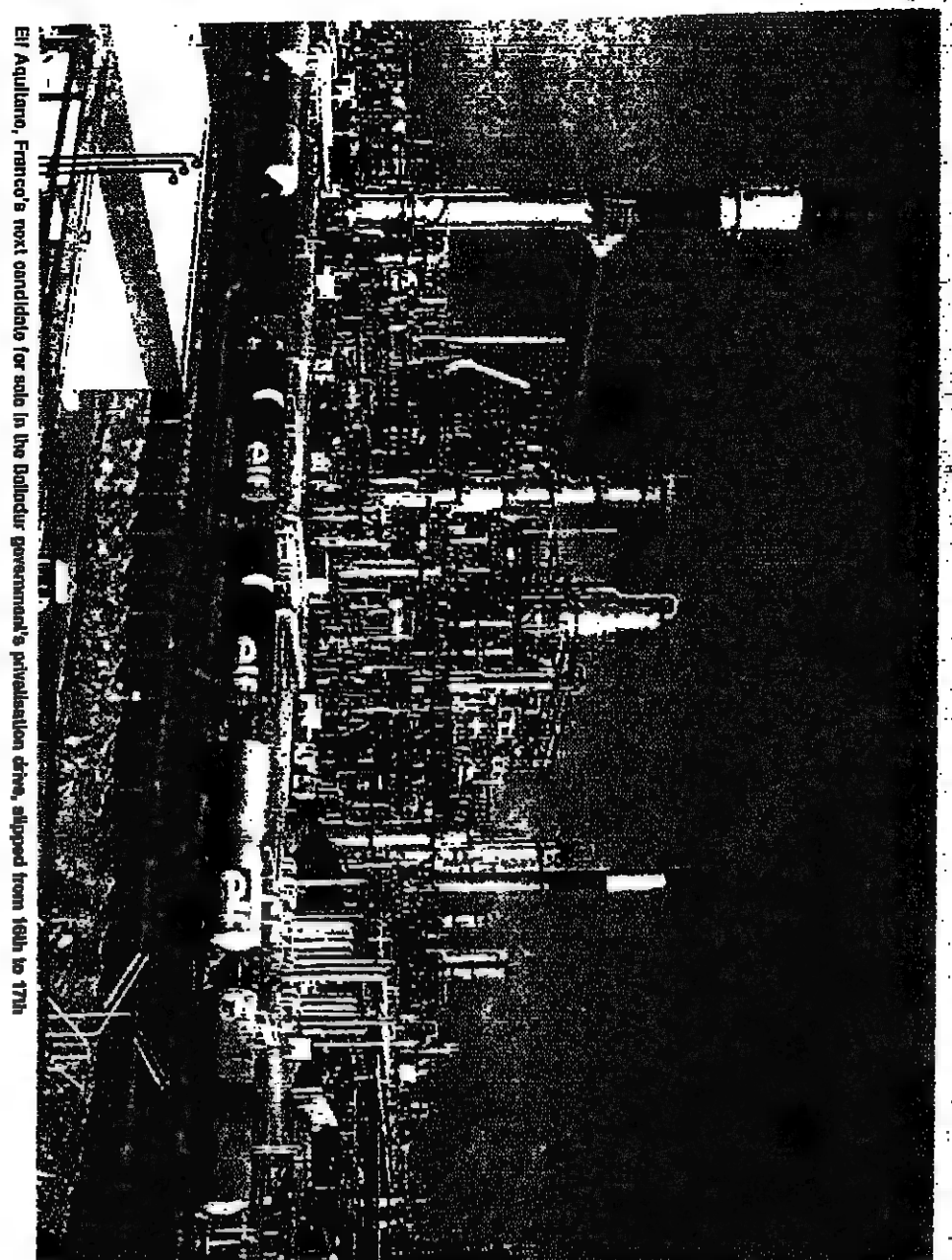




Since 1992,  
the tables  
have been  
turned

Continued from page 17

despite the strains on consumer spending and the poor results of a number of big companies. Corbelli, the hypermarket chain, had a record year, the retail chain, with sales up 10 per cent to 1,700 million. In the face of Japanese pressure, UAG edged up to 80 in anticipation of its forthcoming privatisation. Its share of 100,000,000, a modest improvement in its progress next year. Axa and AGF also rose in the index - from 85 to 86 and from 110 to 80 respectively - on recovery hopes. Investors clearly consider the worst is over, not only for the large French insurers, but the rest of the corporate sector. The economy is still in a fragile state - and its prospects for recovery will be complicated by the condition of trading partners such as Germany - but analysts do expect to see some improvement this year. James Capel has pencilled in increases in CAC 40 net earnings of 28 per cent for 1994 and 29 per cent for 1995, thereby marking the end of four years of decline.



El Audouin, France's most candidate for sale in the Bouffier government's privatisation drive, slipped from 16th to 17th

Italy  
Privatisation spurs equities market

The improvement in the country's position in the FT500 this year is explained by a combination of a substantial rise in share prices and some large capital increases, writes David Lane

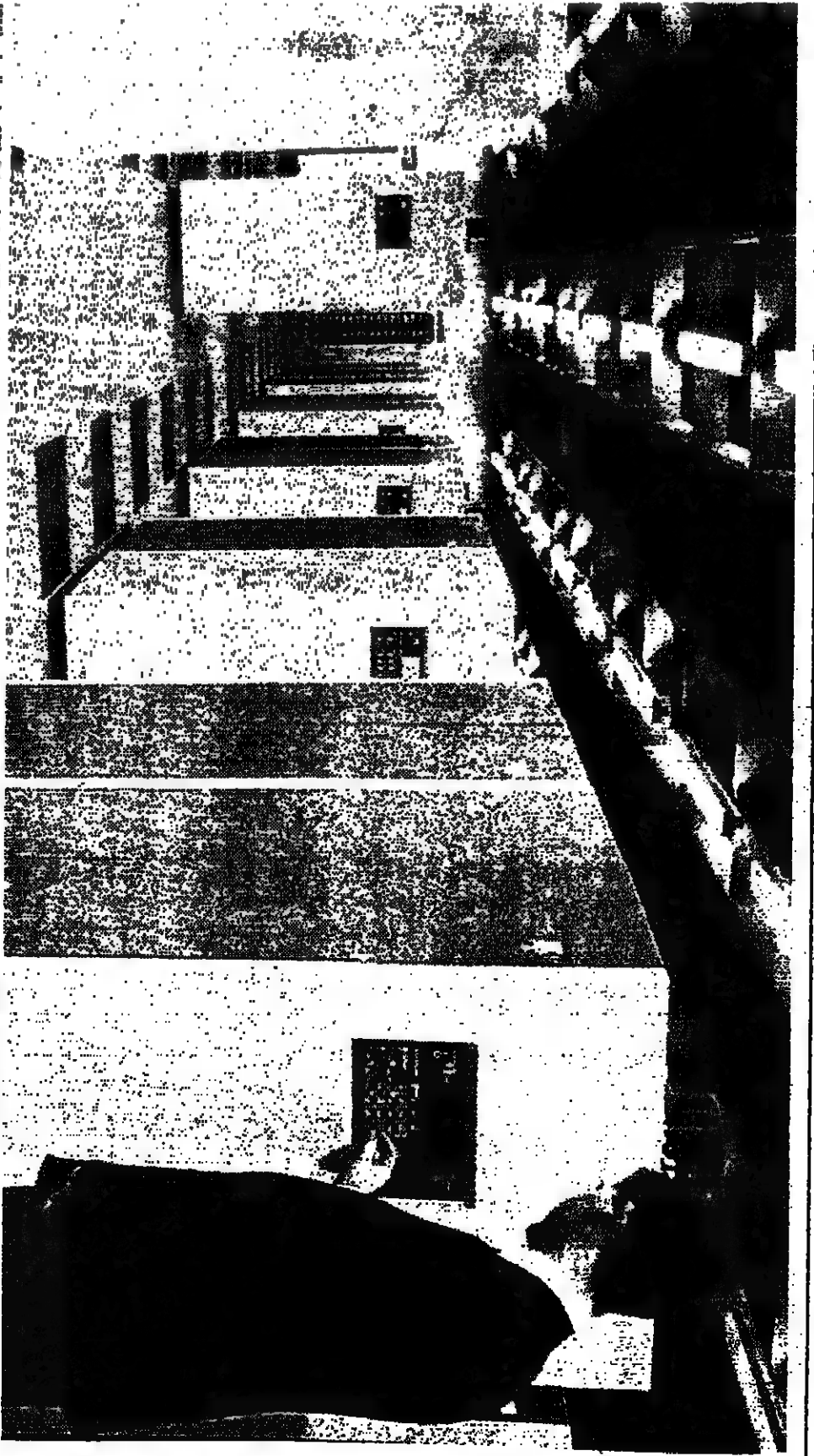
One of the FT500's second division countries, Italy did better in 1993. The list shows a net gain of two Italian companies to a total of 25, with six arrivals against 1992 departures. And of the 19 listed in 1993, 13 were new to the list. The improvement in the Italian position is explained by a combination of a substantial rise in share prices and some large capital increases. These more than made up for the loss of the large company, Eni, which was sold to the state. The index, which is measured from about 1,100 at the beginning of October 1992 to almost 1,400 at the end of September 1993, shows a 27 per cent rise. The index, which is measured from about 1,100 at the beginning of October 1992 to almost 1,400 at the end of September 1993, shows a 27 per cent rise. The index, which is measured from about 1,100 at the beginning of October 1992 to almost 1,400 at the end of September 1993, shows a 27 per cent rise.

Italian companies by market capitalisation

Company	1993 rank	1992 rank
Generale (restructured)	15	15
STET	16	16
STET	17	17
Fiat	18	18
Alitalia	19	19
Eni	20	20
Eni	21	21
Eni	22	22
Eni	23	23
Eni	24	24
Eni	25	25

While inflation stood at just over 5 per cent in September 1993, the average interest rate on 12-month deposits was 10 per cent, and certificates of deposit were yielding around 12 per cent. Real returns have plummeted in the 12 months to September 1993, on treasury bills plunged to just 9 per cent, and rates on certificates of deposit fell to 6 per cent, while inflation was less than one percentage point lower at a little over 4 per cent.

Even more impressive was the performance of the Italian stock market. The FT500 index, which is measured from about 1,100 at the beginning of October 1992 to almost 1,400 at the end of September 1993, shows a 27 per cent rise. The index, which is measured from about 1,100 at the beginning of October 1992 to almost 1,400 at the end of September 1993, shows a 27 per cent rise. The index, which is measured from about 1,100 at the beginning of October 1992 to almost 1,400 at the end of September 1993, shows a 27 per cent rise.



IBM's decline to 25th in market capitalisation is one of the most dramatic examples of changing corporate fortunes highlighted in the FT's table of top American companies

Chrysler accelerates as GM changes gear

The table of top US companies graphically underlines the way in which different companies have responded to the technological and competitive challenges reshaping the business landscape, writes Martin Dickson

Two years on from the largest American company, IBM, ranked by market capitalisation, was a long-time holdover. In the FT500, IBM's position has slipped from 1st to 25th. The company's share price has fallen from 160 to 120, a 38 per cent decline. The company's market capitalisation has fallen from \$160 billion to \$120 billion, a 25 per cent decline. The company's market capitalisation has fallen from \$160 billion to \$120 billion, a 25 per cent decline.

General Electric, the largest of the FT500's second division companies, has slipped from 2nd to 3rd. The company's share price has fallen from 140 to 130, a 7 per cent decline. The company's market capitalisation has fallen from \$140 billion to \$130 billion, a 7 per cent decline. The company's market capitalisation has fallen from \$140 billion to \$130 billion, a 7 per cent decline.

A-Z list of the US top 100

Company	1993 rank	1992 rank
Alcoa	1	1
Alcoa	2	2
Alcoa	3	3
Alcoa	4	4
Alcoa	5	5
Alcoa	6	6
Alcoa	7	7
Alcoa	8	8
Alcoa	9	9
Alcoa	10	10

A-Z list of the US top 100

Company	1993 rank	1992 rank
Alcoa	1	1
Alcoa	2	2
Alcoa	3	3
Alcoa	4	4
Alcoa	5	5
Alcoa	6	6
Alcoa	7	7
Alcoa	8	8
Alcoa	9	9
Alcoa	10	10

مكتبة جامعة القاهرة



the tables have been turned

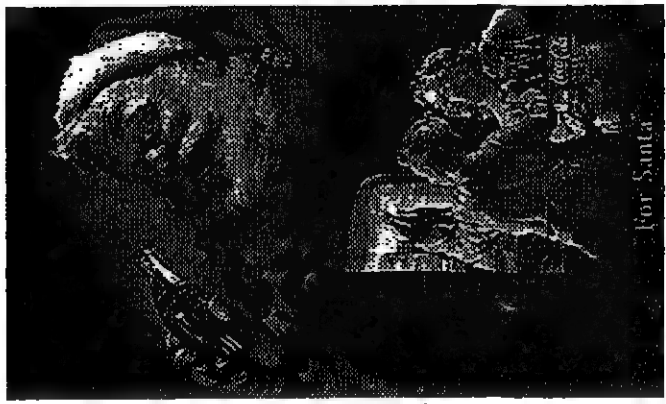
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THE FT500

The Top 100 US companies by market capitalisation



The Walt Disney company is 3rd in the US



For Santa



H.J. Heinz moved into the US list at number 2

Rank	Company	Market Cap (\$m)	Change %	Dividend Yield %	P/E Ratio	EPS (\$)	Dividend (\$)	Yield %
1	General Electric	55274.0	-0.2	4.9	11.1	1.11	0.54	4.9
2	Exxon Corp	101100.0	10247.0	0.0	11.1	1.11	0.54	4.9
3	American Telephone & Telegraph	70355.0	223	4	10.0	1.00	0.50	5.0
4	Wal-Mart Stores	65952.2	223	4	10.0	1.00	0.50	5.0
5	McDonald's	55274.0	10247.0	0.0	11.1	1.11	0.54	4.9
6	Procter & Gamble	42043.9	425	10	10.0	1.00	0.50	5.0
7	AT&T	38822.2	214	18	10.0	1.00	0.50	5.0
8	Merck & Co	38822.2	214	18	10.0	1.00	0.50	5.0
9	Johnson & Johnson	38822.2	214	18	10.0	1.00	0.50	5.0
10	Procter & Gamble Co	38822.2	214	18	10.0	1.00	0.50	5.0
11	Chrysler Corp	31677.3	212	12	10.0	1.00	0.50	5.0
12	Du Pont (E.I.) De Nemours	31677.3	212	12	10.0	1.00	0.50	5.0
13	American International Group	31677.3	212	12	10.0	1.00	0.50	5.0
14	PepsiCo Inc	31677.3	212	12	10.0	1.00	0.50	5.0
15	General Motors	28952.9	401	1	10.0	1.00	0.50	5.0
16	Boeing Co	28952.9	401	1	10.0	1.00	0.50	5.0
17	Intel Corp	28952.9	401	1	10.0	1.00	0.50	5.0
18	Microsoft Corp	28952.9	401	1	10.0	1.00	0.50	5.0
19	McDonald's Corp	28952.9	401	1	10.0	1.00	0.50	5.0
20	McDonald's Corp	28952.9	401	1	10.0	1.00	0.50	5.0
21	McDonald's Corp	28952.9	401	1	10.0	1.00	0.50	5.0
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42	McDonald's Corp	28952.9	401	1	10.0	1.00	0.50	5.0
43	McDonald's Corp	28952.9	401	1	10.0	1.00	0.50	5.0
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52	McDonald's Corp	28952.9	401	1	10.0	1.00	0.50	5.0
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75	McDonald's Corp	28952.9	401	1	10.0	1.00	0.50	5.0
76	McDonald's Corp	28952.9	401	1	10.0	1.00	0.50	5.0
77	McDonald's Corp	28952.9	401	1	10.0	1.00	0.50	5.0
78	McDonald's Corp	28952.9	401	1	10.0	1.00	0.50	5.0
79	McDonald's Corp	28952.9	401	1	10.0	1.00	0.50	5.0
80	McDonald's Corp	28952.9	401	1	10.0	1.00	0.50	5.0
81	McDonald's Corp	28952.9	401	1	10.0	1.00	0.50	5.0
82	McDonald's Corp	28952.9	401	1	10.0	1.00	0.50	5.0
83	McDonald's Corp	28952.9	401	1	10.0	1.00	0.50	5.0
84	McDonald's Corp	28952.9	401	1	10.0	1.00	0.50	5.0
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86	McDonald's Corp	28952.9	401	1	10.0	1.00	0.50	5.0
87	McDonald's Corp	28952.9	401	1	10.0	1.00	0.50	5.0
88	McDonald's Corp	28952.9	401	1	10.0	1.00	0.50	5.0
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98	McDonald's Corp	28952.9	401	1	10.0	1.00	0.50	5.0
99	McDonald's Corp	28952.9	401	1	10.0	1.00	0.50	5.0
100	McDonald's Corp	28952.9	401	1	10.0	1.00	0.50	5.0



While most Belgian companies have slipped this year, corporate life in the Netherlands has improved. **Andrew Hill** and **Ronald van de Krol** report

Having secured their domestic base, both ING and ABN Amro are looking intently at acquisitions in Europe. So far, however, their European ambitions have been hampered by the high price commanded by the region's banks and insurers.

## Edging towards a place in the top 500

Already the Czech republic has two companies ripe for inclusion among Europe's giants. Meanwhile, mass privatisation should take off in Poland this year, writes **Anthony Robinson**

rosed **17%** by **1%** per cent. Both Prague and Warsaw outpaced the Budapest stock exchange where the market capitalisation of the **10** quoted shares ended the year **11** after a late rally which boosted the Budapest index by 50 per cent **11** the last few weeks but still left shares languishing in real **11** below

12	Fidatenco	
13	Herfeken	
14	 Banque	
15	Tractebel	
16	Wolters Kluwer	
17	Miranco	
18	Kredietbank	
19	Solvay	
20	Amey*	

\*Market capitalization on the Amsterdam Stock Exchange only.

from [redacted] to [redacted] in the F1500, which does not [redacted] spectacular. However, Bokaert also achieved the third largest profit increase [redacted] European companies. That represented a recovery from [redacted] in 1991, [redacted] the just reward [redacted] restructuring, achieved in [redacted] the recession.

ity under the administration. But the immediate strengthening of the **public** and the underlying resources of a skilled labour force — once again coming to the surface under the single-mindedly pro-market and pro-privatisation policies of the government led by Mr Vachek Kramar.

The Czechs pioneered mass privatisation, with **more** than 1,600 enterprises privatised in the first round of privatisation through vouchers and over 800 enterprises about to be privatised under the **second** round.

More than 70 per cent of the Czech citizens who paid around 100 Kč for vouchers were permitted to buy shares in the 1,300 companies with a book value vastly in excess of the vouchers, deposited them with the private investment funds which shares and new shareholders.

Net	11	135	161
Net	3883,4	143	42
Bol	3513,7	158	118
Bol	3507,3	159	22
Net	3403,5	177	477
Lux	3180,2	17	112
Bol	3098,6	185	822
Bol	1111,1	197	167
Net	2348,6	17	

the Prague stock exchange is instructed to sell the shares of the bank. The Czech savings bank, capitalised at \$1.0bn, which is followed by the biggest credit bank, Komercni banka, has assets of \$900m. The banks are all in the throes of restructuring. Their capital re-financing to fit them for their future role as financiers of the emerging medium private business sector.

The two biggest private companies after CEZ and banks are both members of the

controlled by foreign investors. Tabak, the former state tobacco monopoly bought by Philip Morris, is capitalised at \$1.1 billion. Chikoladovny, controlled by Nestle, pitches in at \$648m. Way is in sixth place at \$20m, the country's largest engineering group, and Pilezn, which is capitalised at \$20m, Autonomelovna, motor-

from [redacted] to [redacted] in the F1500, which does not [redacted] spectacular. However, Bokaert also achieved the third largest profit increase [redacted] European companies. That represented a recovery from [redacted] in 1991, [redacted] the just reward [redacted] restructuring, achieved in [redacted] the recession.

relatively slow, case by case, approach, decided on by Hungarian authorities, with the emphasis on state-owned enterprises, has paid off to the extent that Hungary attracted the bulk of the more than \$4 billion invested in central and eastern Europe over the past three years. The nation has embraced privatization as the most effective smokescreen for the Budapest stock exchange with only 28 shares quoted, of which the most sought

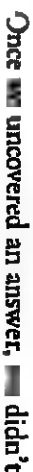
and luxury goods company. Last year turnover in shares is 18,250 forints only 11 per cent of total stock exchange turnover which is dominated by trading in government bonds and treasury bills. In Poland the biggest company by mar-

**Continued on next**

**Before we discovered a formula that**

**worked on life-threatening infections,**

**we tested 3,000 that didn't.**



stop there. We then tested 27,000 additional formulas. We had the best one. In the end, Pfizer's commitment resulted in a major breakthrough in treating certain infections in people with suppressed immune systems—such as patients on chemotherapy, and people with AIDS. With the power of innovation, we can find more breakthroughs tomorrow. WE'RE PART OF THE CURE.

**WE'RE PART OF THE CURE.**







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companies was due more to the company's split into two separate groups than any particular problems at the British chemical concern. Rhône-Poulenc of France continued to look at ways to alter its private-label brand, but the company's sales were boosted by the French oil giant, Elf, which acquired one of Rhône-Poulenc's divisions in its acquisition of Borealis.

The industrial gases businesses which had proved a haven from the recession fared less well. In 1988, L'Air Liquide fell from €2 to 72, BOC dropped from 89 to 126, and AGA slumped from 208 to 226.




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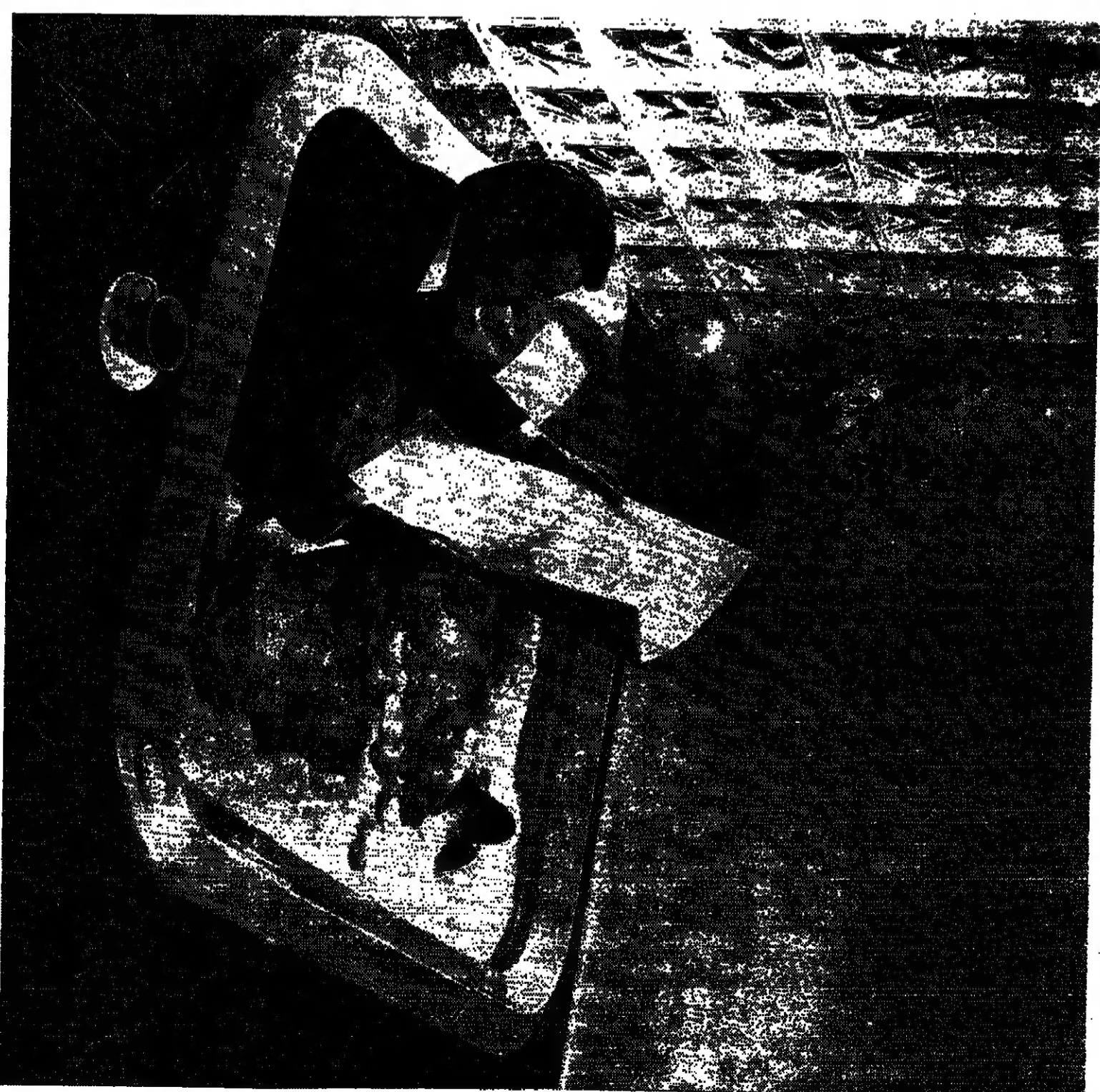
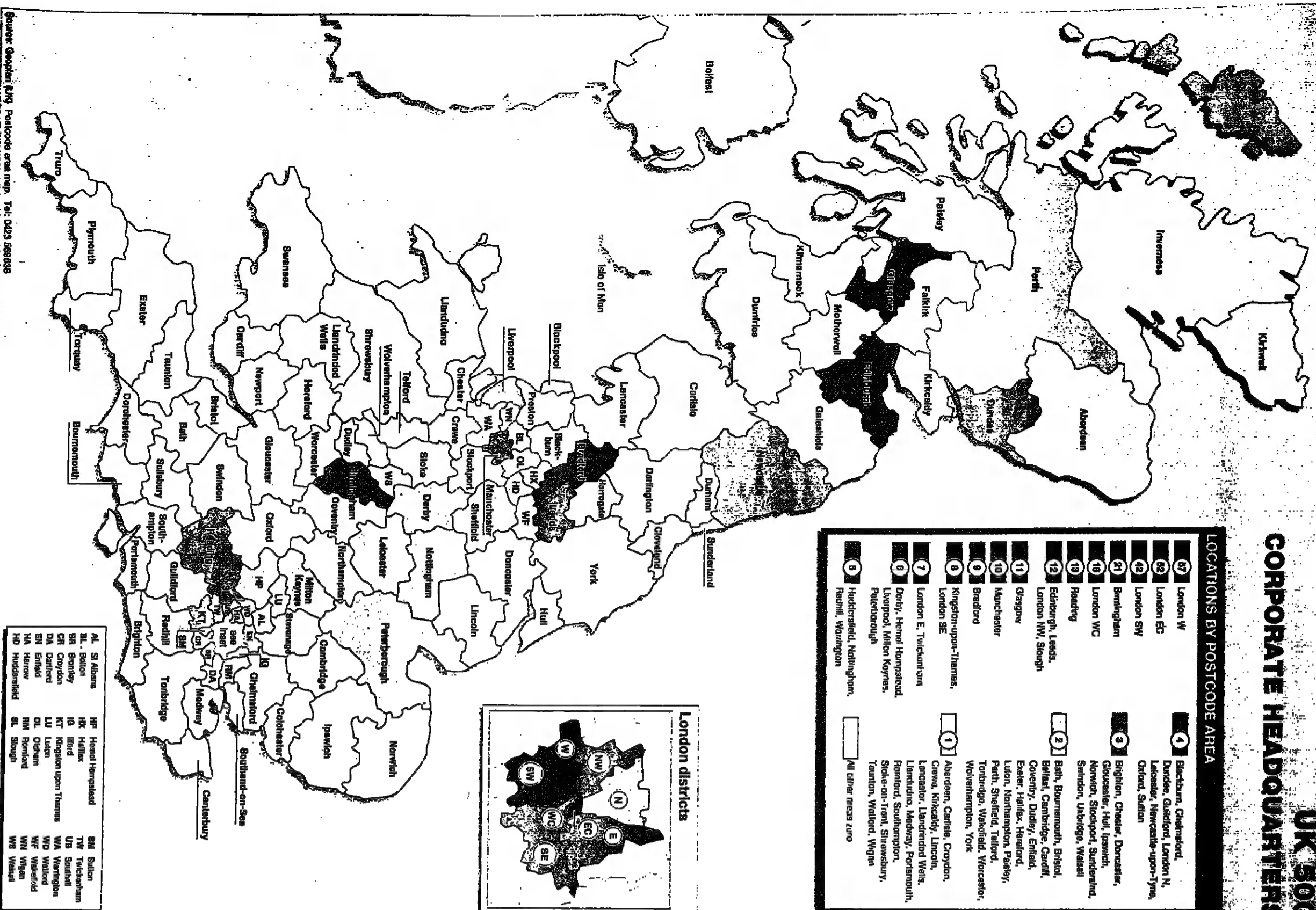
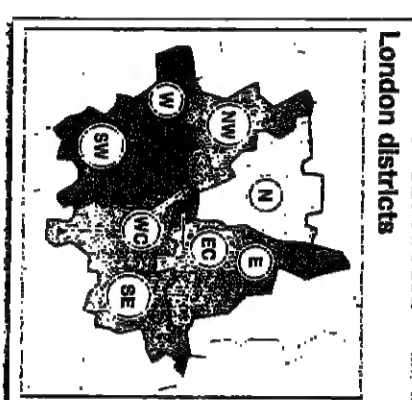




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## DE AREA

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|-----------|--------------------------------------|----------|--|
| <b>57</b> | London W                             | <b>4</b> | Seachurn, Cheshamford,<br>London, Guildford, London N,<br>London, Newcastle-upon-Tyne,<br>Oxford, Stratford  |
| <b>58</b> | London E5                            | <b>5</b> | Bighorn, Chislehurst, Doncaster,<br>Gloucester, Hull, Ipswich,<br>Norwich, Stockport, Sunderland,<br>Swindon, Uttoxbridge, Walsall   |
| <b>59</b> | London SW                            | <b>6</b> | Bath, Bournemouth, Bristol,<br>Belfast, Cambridge, Cardiff,<br>Coventry, Dudley, Epsford,<br>Exeter, Halifax, Hereford,<br>Luton, Northampton, Paisley,<br>Parrish, Sheffield, Telford,<br>Torberridge, Walsfield, Worcester,<br>Wolverhampton, York |
| <b>60</b> | Northampton                          | <b>7</b> | Abingdon, Carlisle, Croydon,<br>Crewe, Newcastle, Luton, Weymouth,<br>Lynnhurst, Macclesfield, Peterborough,<br>Runcorn, Southampton,<br>Stoke-upon-Trent, Stevenage,<br>Telford, Walsall, Wigan   |
| <b>61</b> | Reading                              | <b>8</b> | Huddersfield, Mellingham,<br>Rushall, Warrington   |
| <b>62</b> | Reading, Leeds,<br>London NW, Slough | <b>9</b> | All other mass live  |



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